

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Customer Service
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	2	To improve customer service.	
AGENCY and MVD/PROGRAM OBJECTIVE	1	<b>For FY 2003, maintain an average customer total visit time (door-to-door) in field offices of 30 minutes or less.</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimated
IP	Number of MVD customers served in field offices (in thousands)	4,873.4	433.0	426.0	381.7	411.4	352.8	361.7	413.9	370.2	390.4	398.2	389.9	396.7	4,725.9	5,053
OP	Number of transactions (thousands)	5,980.2	530.4	494.7	474.2	522.9	416.8	461.6	499.0	441.5	451.6	495.7	462.4	493.2	5,744.1	6,119
EF	Average customer wait time (door-to-counter) in field offices (minutes)	18.4	15.5	12.8	12.1	13.5	13.1	10.2	12.8	15.6	18.0	15.9	15.2	15.7	14.2	20
EF	Average transaction time (counter-to-door) in field offices (minutes)	8.6	8.8	8.8	8.9	8.9	8.9	9.0	8.7	8.5	8.4	8.4	8.2	8.2	8.6	10
EF	Average customer total visit time (door-to-door) in field offices (minutes)	27.0	24.3	21.6	21.0	22.4	22.0	19.2	21.5	24.1	26.4	24.3	23.4	23.9	22.8	30
EF	Percent of customers waiting for 20 minutes or less	52.6%	58.3%	63.3%	66.0%	62.8%	65.5%	71.6%	72.2%	71.0%	64.1%	68.6%	65.8%	66.4%	70.9%	60%
QL	Percent of customers rating overall service either Excellent or Good	87.2%	75.5%			81.6%			79.5%			Will be reported approximately in Sept 2003			79.0%	91%
IP	Average number of CSAs and CSRs	N/A	872	885	882	886	888	885	879	867	856	844	836	815	866	Baseline

## VARIANCE STATEMENT

**JULY:** The drop in the average wait time can be attributed to a continuing decrease in vacant positions. By the end of July there were only 53 vacant positions. By comparison, there were 57 vacancies in June and 121 in March. In addition, difficulties presented by database changes between January and June 2002 that impacted wait and transaction times--Plate and Fee to Owner (PFTO) and Automated Revenue Management and Inventory (ARMANI)--have been lessened. Quick-Start training for CSRs and office visits by Executive management to solicit feedback from employees has also proven very helpful in overall staff effectiveness.

**AUGUST to SEPTEMBER:** Improvements can be attributed to continued reductions in vacant positions, a decline in the number of customers visiting the offices, and a slight decrease in the number of transactions.

**OCTOBER:** The 1.4 minute increase in the wait time is attributed to an increase of nearly 22,000 customers and 49,000 transactions.

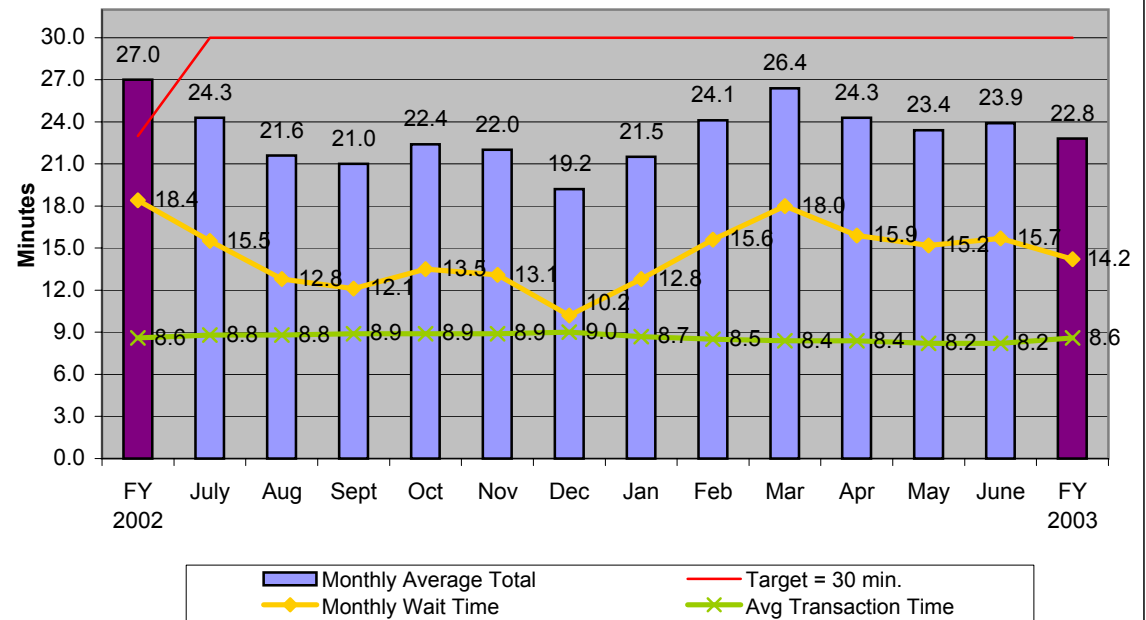
**NOVEMBER:** The slight decline in total visit time can be attributed to the reduced number of completed transactions and number of customers within our offices. The improvement was not substantial, however, due to heavy training completed by new and seasoned employees during November. It is the program's intent that seasoned employees complete certification training prior to the new year.

**DECEMBER:** At 10.2 minutes, December's average wait time is the lowest on record. Anecdotally, regional management observed that most December transactions consisted of those types that are less time consuming and less complicated (i.e., renewals for driver licenses and registrations). In addition, the presentation of Plate and Fee to Owner (PFTO) issues by customers are trending downward from what has been experienced in past months. Combined with a relatively stable workforce and a continued emphasis on Q-matic processes, these explanations for a decreased average wait time appear reasonable.

**JANUARY:** The 2.4 minute increase in wait time is attributed to an increase of over 50,000 customers and 37,000 transactions. Additionally, there is a minimal decrease in the employee vacancy value. While the vacancy rate is not substantial at this point, visit time is expected to continue to increase while the Division works through current budget constraints.

**FEBRUARY:** Although average wait time increased by 2.8 minutes, customers waiting a total of 20 minutes or less remained in the 70% range. The wait time increase can be attributed to the recent initiation of the Q-Matic Networking Project. Six offices received new, upgraded Q-Matic PCs and new Q-Matic programming during approximately the last 10 days of February, initially resulting in increased wait times as management familiarized themselves with the new programming. Short-term wait time increases are expected for 25 additional offices that will have new systems installed in March and April. Ultimately, the new programming is designed to reduce overall wait times. The decrease in total customers and transactions can be attributed to the decrease in business days for the month of February. Generally, there are 23-25 possible business days available within a month, including Saturdays; February had only 22 workdays.

**Average Customer Total Visit Time in Field Offices**



**MARCH:** The 2.3 minute wait time increase is attributed to the installation of new, upgraded Q-Matic PCs and related programming in 22 offices in March. Short-term wait time increases are expected and will continue as installation issues are resolved and management familiarize themselves with the new programming. Ultimately, the new programming is designed to reduce overall wait times. There were also 20,000 more customers and 10,000 more transactions than last month.

**APRIL:** The overall total visit time decreased by 2.1 minutes, despite an increase in customers, transactions and vacancies. This is a result of improved Q-matic queuing methods and positive employee morale. Employees and management continue to display positive morale overall and consistently work to identify and try innovative processes to improve customer wait time. The positive morale can be attributed to improved work hours and the 4:30 PM office closure pilot, both of which have decrease overtime.

**MAY:** The slight decrease in overall visit times can be attributed to the decrease of customers and transactions processed. May's overall visit time was three minutes less than March's visit time, which had similar customer counts and fewer transactions. Decreases are expected as management continues to identify tools and innovative processes that reduce the customer wait times while improving employee morale.

**JUNE:** Wait time only increased by 0.5 minutes despite the increase of nearly 6,800 customers and 31,000 transactions. Although employee vacancies continue to increase, MVD is improving average visit times in offices statewide. Improvements can be attributed to better Q-Matic programming and creative and innovative processes implemented for the purpose of better managing customer flow.

## NOTES

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Customer Service
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	2	To improve customer service.	
AGENCY and MVD/PROGRAM OBJECTIVE	2	<b>For FY 2003, of those customers responding to a field office survey, ensure 91% rate their overall experience as either excellent or good.</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of MVD customers served in field offices (in thousands)	4,868	431.70	426.0	380.86	402.8	352.8	359.6	413.9	370.192	390.35	398.2	389.9	396.7	4,713.0	5,053
OP	Number of random sample survey responses received / Number of responses targeted to be received	1.4% overall rate	460 / 400 (based on 1.2 million customer population)			507 / 400 (based on 1.1 million customer population)			432 / 400 (based on 1.1 million customer population)			Will be reported approximately in September 2003			466 / 400 average	New Baseline
QL	Percent of customers rating overall service either excellent or good (combined totals of ratings ranging from 7-10 on a 1-10 scale)	87.2%	75.5%			81.6%			79.5%			Will be reported approximately in September 2003			79.0%	91%
EF	Average customer wait time (door-to-counter) in field offices (minutes)	18.4	15.4	12.8	12.3	13.7	13.1	10.2	12.9	15.6	18.0	15.9	15.2	15.7	14.2	20
EF	Average transaction time (counter-to-door) in field offices (minutes)	8.6	8.8	8.8	8.9	8.9	8.9	9.0	8.7	8.5	8.4	8.4	8.2	8.2	8.6	10
EF	Average customer total visit time (door-to-door) in field offices (minutes)	27.0	24.2	21.6	21.2	22.6	22	19.2	21.6	24.1	26.4	24.3	23.4	23.9	22.8	30

### **VARIANCE STATEMENT**

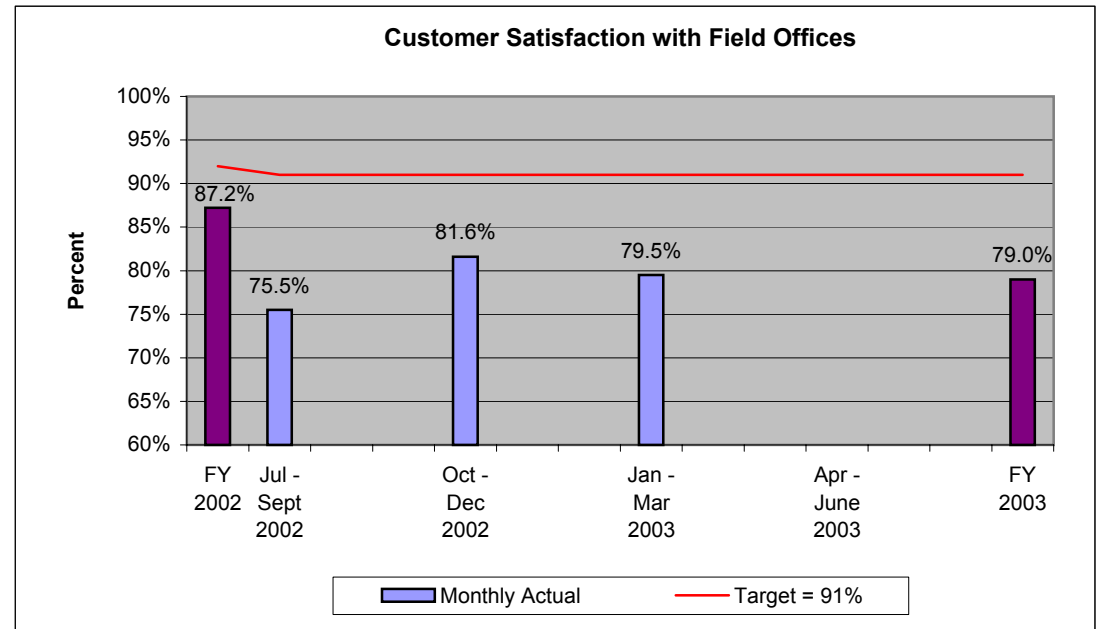
JULY through SEPTEMBER: The drop in satisfaction from FY 2002 is most likely attributable to the new survey methodology, which is being used to improve the validity of results. Results obtained in future quarters will help to more fully establish confidence in satisfaction ratings given this quarter.

OCTOBER through DECEMBER: Factors that have likely contributed to increased satisfaction this quarter include lower overall wait time, a relatively stable workforce, and higher employee morale.

JANUARY through MARCH: In comparison with last quarter, the variance in satisfaction does not appear to be significant, especially considering wait time increases during the statewide implementation of Q-Matic system changes that began in early February. When specifically asked about areas MVD might improve, survey responses showed 3% more customers selected "wait time" this quarter than last. With the completion of training for many MVCSRs, it is valuable to note that 2% fewer customers selected "staff expertise" as an area needing improvement. Thus, improvements in areas other than wait time are noticed by customers.

APRIL through JUNE: Results will be reported in September 2003.

### **NOTES**



<b>2003 MONTHLY REPORT</b>			PROGRAM	Motor Vehicle Division
			SUBPROGRAM/AREA	<b>Customer Services / Customer Service</b>
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.		
MVD/PROGRAM GOAL	2	To improve customer service.		
SUBPROGRAM OBJECTIVE	3	<b>For FY 2003, ensure that 60% of all abandoned vehicle reports are processed within 10 days.</b>		

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
OP	Number of abandoned vehicle reports processed	53,188	4,621	4,040	4,452	4,858	6,937	3,330	7,755	5,494	5,362	5,772	6,043	4,965	63,629	57,000
OP	Number of possible incidents of abandoned vehicle reports processed	250	22	22	20	22	19	21	21	19	21	22	21	21	251	250
OP	Number of incidents of abandoned vehicle reports processed within 10 days	83	20	10	3	1	4	0	8	19	21	1	21	20	128	150
EF	Percent of incidents of abandoned vehicle reports processed within 10 days	33.2%	90.9%	45.5%	15.0%	4.5%	21.1%	0.0%	38.1%	100%	100%	4.5%	100%	95.2%	51.0%	60%

## **VARIANCE STATEMENT**

**JULY:** The Abandoned Vehicle Unit has been using two temporary employees during the month of July. This has allowed them to keep the backlog to a minimum.

**AUGUST:** The Unit currently has two vacancies and had employees out of the office for scheduled annual and sick leave. In addition, initial handling of incoming reports (which increased from 4300 in June to 5100 in July and 5500 in August) have somewhat impacted available time for processing of previously received reports. Finally, special processing of reports for a Pinal County project delayed other report processing approximately two days. Two temporary employees continued to work in the Unit in August.

**SEPTEMBER:** Due to printer equipment failure, processing of Abandoned Vehicle reports requiring out-of-state title/registration queries were delayed. Upon correction of the printer, delayed reports were processed on a first priority basis. This resulted in an overall processing delay for incoming daily reports.

**OCTOBER:** As was done in September, delayed out-of-state reports were processed on a first priority basis. This resulted in an overall processing delay for AV reports incoming daily and those reports already in queue. In addition, one employee was out on FMLA for three weeks.

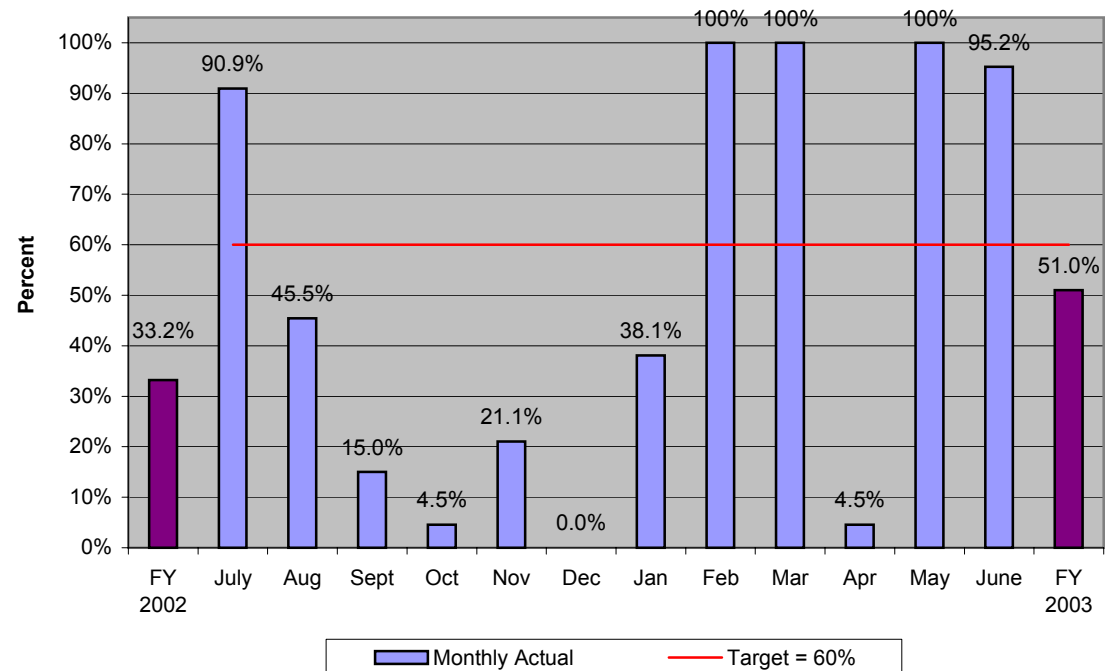
**NOVEMBER:** Improvements are due to the filling of one vacant position and a decrease in the amount of reports received for the month (which subsequently decreases backlog and associated turnaround times). Currently, the oldest reports primarily consist of those requiring an out-of-state owner inquiry, which is the most time-consuming type to process. While the Unit generally processes the oldest reports first, more time was dedicated this month to processing current, incoming reports.

**DECEMBER:** The Unit experienced excessive unplanned sick and family sick leave throughout December and continues to maintain one vacancy. Due to the vacancy, on-the-job training was required to ensure stolen/registration inquiries were completed in a timely manner, attributing to decreased manpower available to process incoming reports. Additionally, one staff member is now dedicated to the recent pilot implementation of a third party abandoned vehicle inspection program. Much time is devoted to quality assurance for accuracy of all incoming reports related to this pilot, which allows authorized towing companies to complete abandoned vehicle inspections on behalf of their company.

**JANUARY:** The increase in production is attributed to the Unit enlisting assistance from Title Production and West Phoenix Motor Vehicle Customer Service staff.

**FEBRUARY:** Production increases are again attributed to temporary assistance received from Title Production and West Phoenix Motor Vehicle Customer Service staff. Additionally, the AV Unit has been cross-training one employee from the Prescott Customer Service office, who will remain available to assist with AV report processing so as to help avoid future backlogs.

## **Abandoned Vehicle Reports Completed Within 10 Days**



**MARCH:** Production increases are again attributed to temporary assistance received from two West Phoenix Motor Vehicle Customer Service Representatives. Cross-training of one employee from the Prescott Customer Service office continues, who will remain available to assist with AV report processing in an effort to avoid future backlogs.

**APRIL:** The decrease can be attributed to the Unit experiencing a limited workforce, due to unplanned sick and bereavement leave. Additionally, the Unit received and processed an increased amount of out-of-state AV applications in April, which are more extensive and take longer to process.

**MAY:** Production increases are again attributed to temporary assistance received from two West Phoenix MVCSRs.

**JUNE:** The decrease in the total amount of reports processed is attributed to employee unavailability due to mandatory training. Maintenance of high production levels is again attributed to temporary assistance from an outside area.

## **NOTES**

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Motor Carrier and Tax Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	1	To promote public safety and protection through regulation, licensing, and the administration of transportation laws.	
SUBPROGRAM OBJECTIVE	1	For FY 2003, maintain an average 16-day turnaround time for completing non-commercial medical review cases.	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of new non-commercial driver medical review referrals received or follow-up cases initiated	15,958	930	879	831	815	710	648	751	640	704	710	666	519	8,803	20,746
IP	Number of work-in-progress cases carried forward from prior period	N/A	435	663	672	1,023	1,214	1,333	1,525	1,719	1,968	2,109	2,271	2,606	435	Baseline
IP	Total number of non-commercial driver medical review cases in progress	N/A	1,365	1,542	1,503	1,838	1,924	1,981	2,276	2,359	2,672	2,819	2,937	3,125	9,238	Baseline
OP	Number of non-commercial driver medical reviews completed	N/A	647	854	436	515	575	449	539	384	535	542	327	280	6,083	Baseline
QL	Number of duplicate medical reviews handled	N/A	55	16	44	109	16	7	18	7	28	6	4	13	323	Baseline
IP	Number of medical reviews carried over to next period	N/A	663	672	1,023	1,214	1,333	1,525	1,719	1,968	2,109	2,271	2,606	2,832	2,832	Baseline
EF	Average number of days to complete non-commercial medical review referral cases	16.1	17.7	13.7	11.8	13.6	12.8	11.9	13.9	13.6	13.5	12.4	10.3	13.7	13.5	16
QL	Number of referrals received with incomplete or incorrect information	N/A	62	137	73	178	82	65	65	58	72	34	47	41	914	Baseline
OC	Number of driver suspension actions due to failure to submit complete information	N/A	209	113	61	145	68	91	74	53	68	82	94	96	1,154	Baseline
OC	Number of driver suspension actions due to medical reasons	N/A	92	92	89	86	74	68	68	75	91	79	57	53	924	Baseline
OC	Number of driver suspension actions due to test failure	N/A	NA*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A	N/A	N/A	Baseline
OC	Total number of driver suspension actions	N/A	NA*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A	N/A	N/A	Baseline

## **VARIANCE STATEMENT**

**AUGUST:** Turnaround time decreased to 13.7 days due to the return of a staff member and the reassignment of duties of other staff. The reassigning of staff has helped to process backlog and maintain the goal.

**SEPTEMBER:** Turnaround time dropped again due to fewer referrals and follow-up initiated this month. Lost production hours totaled 56 hours (48 family sick leave, 8 annual leave). The reassigning of staff members has helped to maintain the goal.

**OCTOBER:** Turnaround time increased slightly this month, due to reassigning of work. For one week, non-commercial work was not processed in order to get the commercial side caught up (80 staff hours from the non-commercial side was used for processing commercial cases). Lost production hours totaled 32.5 hours (14.5 annual leave, eight sick leave, 10 non-approved leave). Also, new case referrals submitted to department seem to be on the decrease.

**NOVEMBER:** Turnaround time decreased nearly one day during the month even though one staff member was reassigned to CDL physical processing. The remaining non-commercial staff member was able to drop the turnaround time due to a significant decrease in lost production hours in comparison with other months, which totaled 6 hours of annual leave.

**DECEMBER:** Lost production time totaled 59 hours this month; however, the one staff member assigned to processing the non-commercial work still managed to decrease turnaround time slightly. This was achieved by the staff member solely concentrating on non-commercial work.

**JANUARY:** Turnaround time increased slightly due to lost production time, totaling 41 hours (jury duty and sick leave).

**FEBRUARY:** Sick leave totaled 23 hours this month. This, combined with 16 hours dedicated to the commercial side to help with the processing of CDL physicals (due to their own lost production hours), resulted in a decrease in completed medical reviews. While the turnaround time slightly improved this month, it is possible that it will increase next month as a result of fewer completions in February.

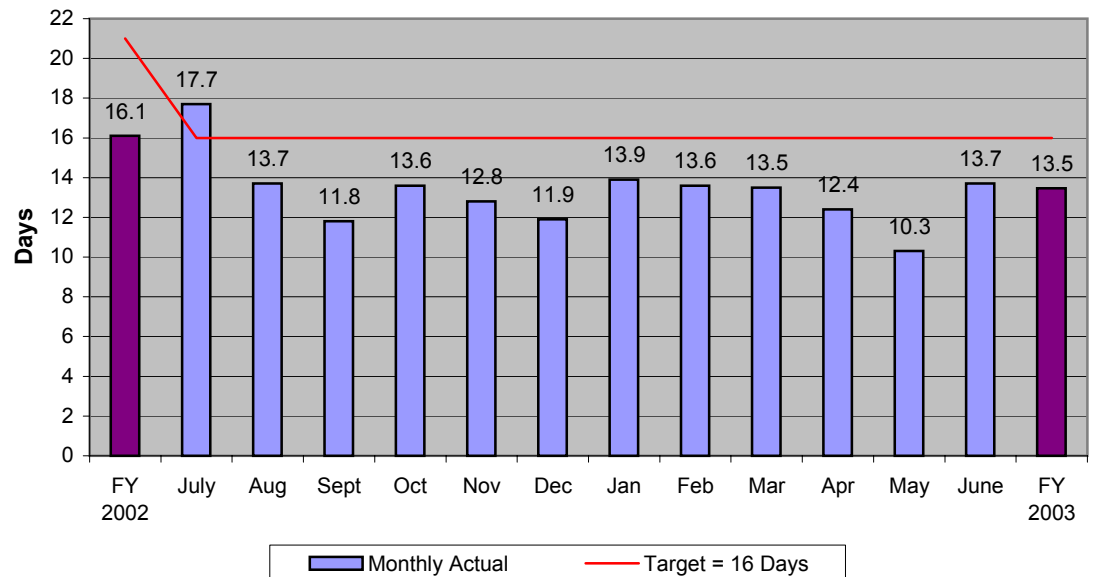
**MARCH:** Lost production hours included 15 sick leave, eight annual leave, and 8 training. One employee from the CDL side was brought in to help with the processing of non-commercial work. Without this help, turnaround time would have increased. Due to one CDL staff being out this month, whose absence is expected to continue through mid-May, a non-commercial staff may be temporarily reassigned again to process commercial work, which would result in increased turnaround for non-commercial work.

**APRIL:** Two hours each of sick and annual leave was all that non-commercial staff lost in production time this month. Non-commercial is back to one staff member, who put in 22.5 hours of approved overtime to help maintain turnaround time within its target.

**MAY:** Only two hours of annual leave were taken this month. One non-commercial staff member worked alone this month to keep the turnaround time below target.

**JUNE:** Turnaround time increased due to one staff member taking 56 hours of annual leave.

**Average Days to Complete Non-Commercial Medical Review Cases**



## **NOTES**

\* Suspension actions cannot be tracked at this time. IT support is being sought to help track actions through the database system. It is hoped that counts will be retroactively summarized once programming is completed, at which time the report will be updated.

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Motor Carrier and Tax Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	1	To promote public safety and protection through regulation, licensing, and the administration of transportation laws.	
SUBPROGRAM OBJECTIVE	2	For FY 2003, maintain an average 7-day turnaround time for completing CDL medical review physical exams.	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of new CDL medical review physical exams received	124,905	8,696	8,158	7,054	7,679	6,058	6,259	8,615	7,386	7,244	7,021	7,036	8,477	89,683	128652
IP	Number of existing CDL medical review physical exams in system	N/A	2,633	3,981	4,905	6,091	5,118	4,599	5,947	10,466	11,878	13,728	15,164	18,717	2,633	Baseline
IP	Total number of CDL medical review physical exams in progress	N/A	11,329	12,139	11,959	13,770	11,176	10,858	14,562	17,852	19,122	20,749	22,200	27,194	92,316	Baseline
OP	Number of CDL medical reviews of physical exams completed	N/A	4,794	4,943	4,251	6,383	5,094	3,987	3,113	4,890	4,222	4,120	2,495	3,049	51,341	Baseline
QL	Number of duplicate CDL physical exams handled	N/A	2,554	2,291	1,617	2,269	1,483	924	983	1,084	1,172	1,465	988	1,069	17,899	Baseline
IP	Number of medical reviews carried over to next period	N/A	3,981	4,905	6,091	5,118	4,599	5,947	10,466	11,878	13,728	15,164	18,717	23,076	23,076	Baseline
EF	Average number of days to complete CDL medical review physical exams	6.1	8.4	8.8	7.5	10.5	4.3	2.1	6.7	12.7	12.4	12.9	11.5	11.7	9.1	7
QL	Number of physical exams received with incomplete or incorrect information	N/A	1,305	1,078	807	1,627	917	724	610	917	1,279	1,064	540	640	11,508	Baseline
IP	Physical exams requiring additional medical evaluation	N/A	4	34	44	60	43	27	57	53	119	76	137	51	705	Baseline
OC	Number of driver suspension actions due to failure to submit complete information	N/A	1,091	662	756	1,252	1,092	1,359	1,759	1,448	1,064	985	1,282	628	13,378	Baseline
OC	Number of driver suspension actions due to medical reasons	N/A	28	38	16	59	27	34	13	33	84	37	84	38	491	Baseline
OC	Number of driver suspension actions due to test failure	N/A	*NA	*NA	*NA	*NA	*NA	*NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
OC	Total number of driver suspension actions	N/A	*NA	*NA	*NA	*NA	*NA	*NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline



## **VARIANCE STATEMENT**

OCTOBER: A backlog of older reports has been on the increase since August, primarily due to reasons of extended sick leave, reassignment of staff, and a change in procedures concerning the receipt and handling of faxes. In the past, faxes have accounted for a high volume of work handled, much of which was duplicate in nature, as customers would both mail and fax physical exams. Faxes have also been traditionally prioritized ahead of mailed exams, often resulting in one-day turnaround. Now, the priority is placed on processing exams in which driving privileges are in danger of being suspended. By removing the fax number from forms and changing the emphasis on priority handling, faxes now account for a much lesser percentage of all work handled, duplicate work (as a percentage of the whole) is decreasing, and the backlog is beginning to be addressed. In the short-term, turn-around time is expected to rise, as it did in October, due to the sustained existence of backlogged work; however, as months progress, the time should become much less and remain relatively stable.

NOVEMBER: Turnaround and backlog times have decreased significantly due the reassignment of staff members in order to concentrate on the Department of Transportation (DOT) physical exam backlog. Approximately 1.5 additional FTEs were added to the CDL backlog process. Hours were contributed by the manager and a Class D staff member. The DOT physicals received but unworked are now down to a two-day backlog. CDL staff will now concentrate on issuing and following up on notifications for incomplete or incorrect medical information, which is the last component of the CDL backlog. There were 40 hours of sick leave and 48 hours of annual leave during the month of November and as of last week, three positions are vacant in MRP.

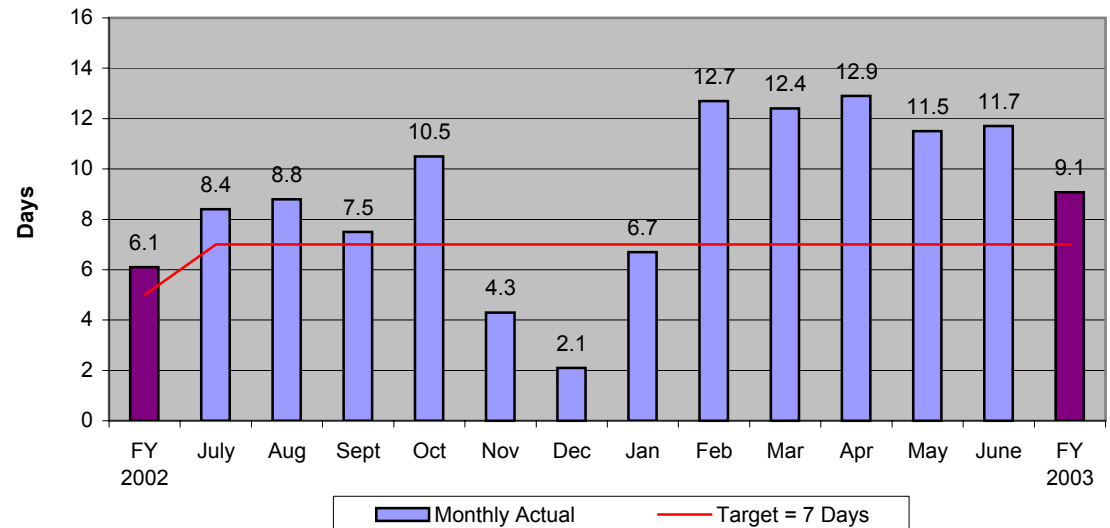
DECEMBER: Turnaround and backlog have decreased again due to the reassignment of staff last month. CDL staff sent out corrections for 2,562 DOT physicals submitted in previous months, which have been part of the backlog. Lost production totaled 66 hours for the month of December, due to sick and annual leave; the manager contributed hours to help make-up for some of the lost production. Three positions remain vacant at this time.

JANUARY: Turnaround time increased due to 73.5 lost production hours for annual and sick leave and the reassignment of CDL staff members to different projects. Three positions still remain vacant at this time.

FEBRUARY: Turnaround time increased significantly due to sick leave, totaling 186 hours. Non-commercial helped make-up for some lost production with 16 hours contributed to processing DOT physicals. We continue to accumulate the DOT physicals still requiring corrections, which contributes to the backlog. Three positions remain vacant.

MARCH: One employee was out all month on sick leave and is not expected back until mid-May. Total lost production for the commercial side was 199 hours, 178 of which were due to sick leave. The manager worked in a non-supervisory capacity to help make up for some of the lost production. DOT physicals requiring corrections continue to be accumulated. Three positions remain vacant.

**Average Days to Complete Commercial Medical Review Cases**



APRIL: Lost production time totaled 102 hours this month (72 sick leave and 30 annual leave). There were 40 hours of approved overtime worked to help with lost production hours and to keep turnaround time down. The manager worked again in a non-supervisory capacity to help make up for some of the lost production hours. As of April 24th, four CDL positions are vacant.

MAY: There were 31.5 hours of annual leave and 19 hours of sick leave taken this month. Four positions remain vacant at this time. CDL processed 1,886 DOT physicals this month that were part of the backlog from previous months that required corrections on the physicals. Therefore, new DOT physicals received by mail became backlog, which contributes to increased turnaround time.

JUNE: The Unit managed to process all DOT physicals that required corrections, which were part of the CDL backlog. DOT physicals that require corrections are now sent back for corrections the following day. There were 40 hours of annual leave taken this month and 8 hours of sick leave. Three positions remain vacant.

## **NOTES**

\* Suspension actions cannot be tracked at this time. IT support is being sought to help track actions through the database system. It is hoped that counts will be retroactively summarized once programming is completed, at which time the report will be updated.

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
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AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	6	To promote the efficient generation, collection, and management of revenues to meet public needs.	
SUBPROGRAM OBJECTIVE	1	For FY 2003, establish a 2:1 revenue return ratio as a result of fuel tax evasion enforcement efforts.	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of staff assigned to fuel tax evasion efforts	N/A	2	3	3	3	3	3	3	3	3	3	3	3	3	3
OP	Number of surveillance details	N/A	0	0	0	0	0	0	1	0	1	3	2	10	17	2
OP	Number of tests completed for dyed fuel	N/A	0	0	0	0	200	50	215	150	50	108	226	610	1,609	500
OP	Number of samples pulled from trucks or suppliers to check for "cocktailing" (mixing of taxable fuel with non-taxable substance)	N/A	0	0	0	0	3	2	0	0	0	0	0	0	5	200
OP	Number of audits performed for suspicion of illegal activity	N/A	0	0	0	0	0	0	1	0	0	0	0	0	1	10
OP	Number of assessments made	N/A	0	0	1	1	0	25	12	0	10	7	3	13	72	5
OP	Revenues collected on assessments	N/A	\$0	\$0	\$0	\$0	\$0	\$1,100	\$1,878	\$3,544	\$1,000	\$5,062	\$97,136	\$900	\$110,620	\$602,000
OP	Revenues collected on outstanding debts	N/A	\$11,000	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$25,000	\$50,000
OP	Total revenues collected due to enforcement efforts	N/A	\$11,000	\$4,000	\$0	\$0	\$0	\$1,100	\$1,878	\$3,544	\$1,000	\$5,062	\$97,136	\$10,900	\$135,620	\$652,000
IP	Operating expenditures of enforcement efforts	N/A	\$2,500	\$4,500	\$14,300	\$19,000	\$29,055	\$17,600	\$23,080	\$10,896	\$16,135	\$20,662	\$26,622	\$70,366	\$254,716	\$326,000
OC	Ratio of dollars collected for every dollar spent on fuel tax evasion enforcement efforts (COST= \$1.00)	N/A	\$4.40	-\$1.13	\$0.00	\$0.00	\$0.00	-\$16.00	-\$12.29	-\$3.07	-\$16.14	-\$4.08	\$3.65	-\$6.46	-\$1.88	2 : 1
OP	Number of criminal cases filed	N/A	0	0	0	0	0	0	0	1	1	0	0	0	2	0
OP	Number of civil cases filed	N/A	0	0	0	0	0	0	0	0	0	0	3	1	4	2.0
IP	Number of hot line referrals received	N/A	0	0	0	0	0	0	0	0	0	0	1	8	9	Baseline

## **VARIANCE STATEMENT**

**AUGUST:** Organization of the Unit continues. The Auditor position was filled during the month. Training has begun for staff. \$4,000 of long outstanding debt was collected with the assistance of enforcement officers.

**SEPTEMBER:** The focus of the Unit is still largely on organization and training. However, there have been approximately 20 inspections of vendor locations relative to diesel decals and the taxation of diesel fuel. Penalties of approximately \$22,000 have been assessed.

**OCTOBER:** Training continued through the month of October. Additional vendor visits were conducted. Equipment has been ordered. A refund assessment was issued as well as a jeopardy assessment on registration issues.

**NOVEMBER:** We are beginning to do active on-road testing for dyed diesel. Final procedures are being fine tuned based on the Unit's on-road experience.

**DECEMBER:** We are assessing fines on dyed diesel. A number of assessments have also been done on diesel decal issues. December was a little slower in testing, due to holidays and vacations.

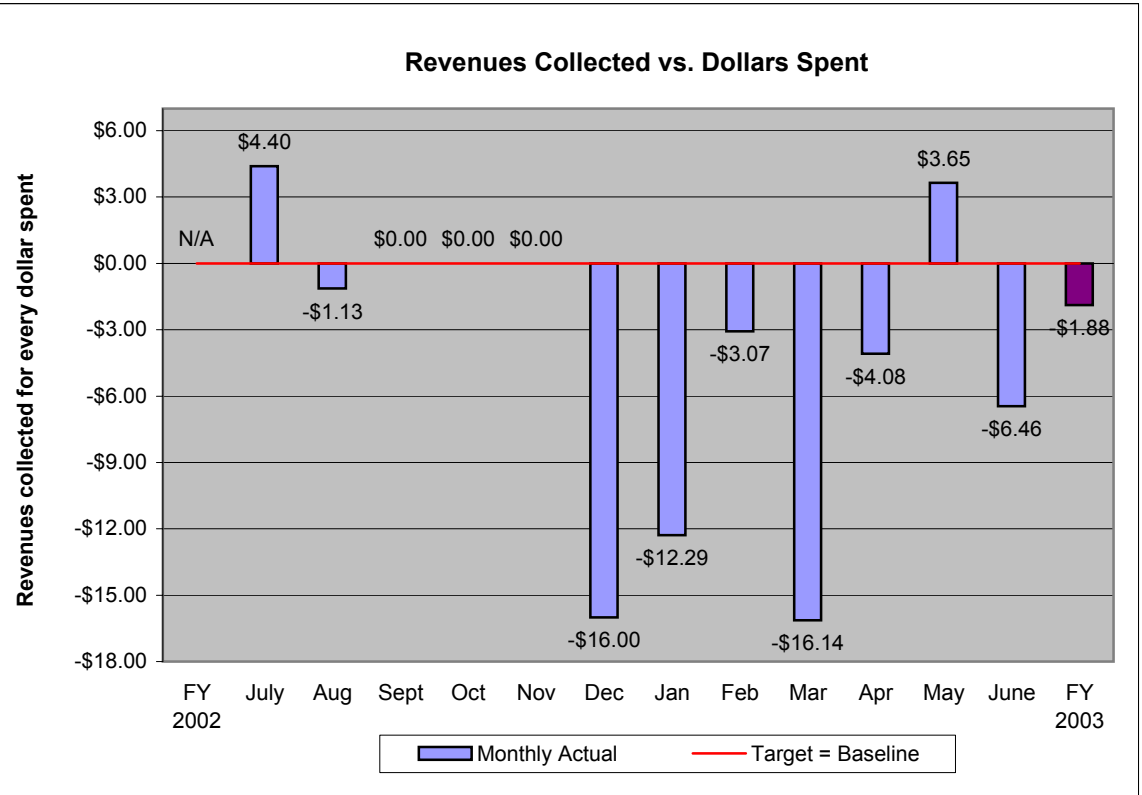
**JANUARY:** Dyed diesel testing in Southeastern Arizona resulted in an audit of two vendor locations that tested positive for dye. From there, the fuel was tracked back to the initial purchase. It appears that there was a problem from the pipelines. Samples have been sent to IRS. This process was as much a learning experience as anything, both in how fuel is tracked back to its source as well as the audit approach. Very successful in terms of acquiring knowledge for future endeavors.

**FEBRUARY:** Revenue is picking up, specifically on decal assessments. A criminal investigation has been opened, although not formally filed with the court. Surveillance will be started in March. Both enforcement officers were on vacation for a week each in February, so the dyed diesel stops are slightly lower. Additionally, as surveillance starts, that will take officers off the road.

**MARCH:** Focus of Unit shifted from dyed diesel and vendor visits to more active surveillance and follow up on dyed diesel issues. Additionally, one of the enforcement officers was out due to illness. A concept for networking with additional law enforcement staff, including DPS and other MVD officers, is under initial review to ascertain the feasibility of coordinating state coverage to identify possible fuel tax evasion activities.

**APRIL:** Three large, active cases are now underway, two of which are potentially criminal. Time spent on the large cases, coupled with the prolonged illness of one enforcement officer, has curtailed vendor compliance and dyed diesel enforcement.

## **NOTES:**



**MAY:** Program efforts are beginning to work as designed and anticipated and all personnel are now healthy. Procedures have been refined. A number of large cases are in the works, dyed diesel testing is becoming routine, and other related offenses are being found when trucks are stopped. Interest in enforcement activities is being shown by other organizations and government entities, which is creating a more extensive network of sources and resources. The courts are also assessing fines against the dyed diesel cases that come before it. This objective does not show that revenue, but it is another step in the process of enforcement.

**JUNE:** The Unit stepped activity up with the addition of MVES enforcement personnel. These officers were assigned to work with various details in the Tax Evasion Unit, which is part of the reason for the jump in operating expenses. Travel, staff hours, and overtime added to personnel costs. Assessments in June and early July reflect this increase in activity. Additionally, vehicle costs increased due to leasing of a big rig for surveillance work, and supplies were ordered for dyed fuel testing.

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Motor Carrier and Tax Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	6	To promote the efficient generation, collection, and management of revenues to meet public needs.	
SUBPROGRAM OBJECTIVE	2	<b>For FY 2003, establish a baseline of motor carriers filing and paying taxes by due date.</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
OP	Total point-in-time number of registered IRP motor carrier licensees (period end)	N/A	N/A	N/A	N/A	2,450	2,471	2,501	2,545	2,622	2,682	2,734	2,754	2,754	2,754	Baseline
IP	Total point-in-time number of IFTA motor carrier licensees (period end)	N/A	2,061	2,068	2,071	2,023	2,471	2,471	2,101	2,101	2,101	2,272	2,272	2,272	2,272	Baseline
IP	Number of IFTA tax reports required or expected to be received	N/A	1,950	542	456	1,977	487	352	2,101	540	306	2,272	607	334	8,300	Baseline
OP	Number of expected tax reports filed	N/A	1,408	86	141	1,490	135	96	1,561	234	128	1,665	273	43	7,260	Baseline
OP	Percent of expected tax reports filed	N/A	72.2%	15.9%	30.9%	75.4%	27.7%	27.3%	74.3%	43.3%	41.8%	73.3%	45.0%	12.9%	87.5%	Baseline
OC	Number of expected tax reports filed that were also fully paid on time or that did not owe taxes	N/A	1,408	0	0	1,490	0	0	1,561	0	0	1,665	0	0	6,124	Baseline
OC	Percent of expected tax reports filed that were also fully paid on time or that did not owe taxes	N/A	72.2%	0.0%	0.0%	75.4%	0.0%	0.0%	74.3%	0.0%	0.0%	73.3%	0.0%	0.0%	73.8%	Baseline
OP	Number of expected tax reports that were filed late	N/A	0	86	141	0	135	96	0	234	128	0	273	43	1,136	Baseline
OP	Number of expected tax reports that were not filed at all	N/A	542	456	315	487	352	256	540	306	178	607	334	291	4,664	Baseline
OP	Number of prior period tax reports filed late	N/A	N/A	178	42	0	63	0	107	146	0	16	32	6	590	Baseline
OP	Number of license revocations due to non-filing	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	Baseline
QL	Number of motor carriers contacted because of incomplete or incorrect information on tax reports	N/A	N/A	N/A	N/A	15	6	20	27	26	24	35	23	36	212	Baseline
OC	Tax revenues collected from motor carriers	N/A	\$93,671	\$118,343	47,217	\$86,321	\$99,912	\$72,605	\$61,472	\$143,510	\$58,976	\$46,072	\$167,317	\$70,855	\$1,066,271	Baseline
OC	Tax revenues collected from other jurisdictions	N/A	\$0	\$100,000	399,998	\$343,414	\$1,002,799	\$0	\$108	\$852,913	\$401,756	\$630,920	\$254,371	\$509,233	\$4,495,512	Baseline
OC	Penalties assessed motor carriers	N/A	\$277	\$1,126	1,414	\$728	\$735	\$617	\$799	\$945	\$489	\$703	\$730	\$600	\$9,163	Baseline
OP	Current period IFTA fuel refunds returned to motor carriers	N/A	\$83,227	\$83,566	\$9,369	N/A	\$193,483	\$87,450	\$106,884	\$7,359	\$6,689	\$48,492	\$128,741	\$26,414	\$781,674	Baseline

### **VARIANCE STATEMENT**

JULY through SEPTEMBER: July is the first month for reporting of this new objective. With the provision of October data, a variance statement will be offered.

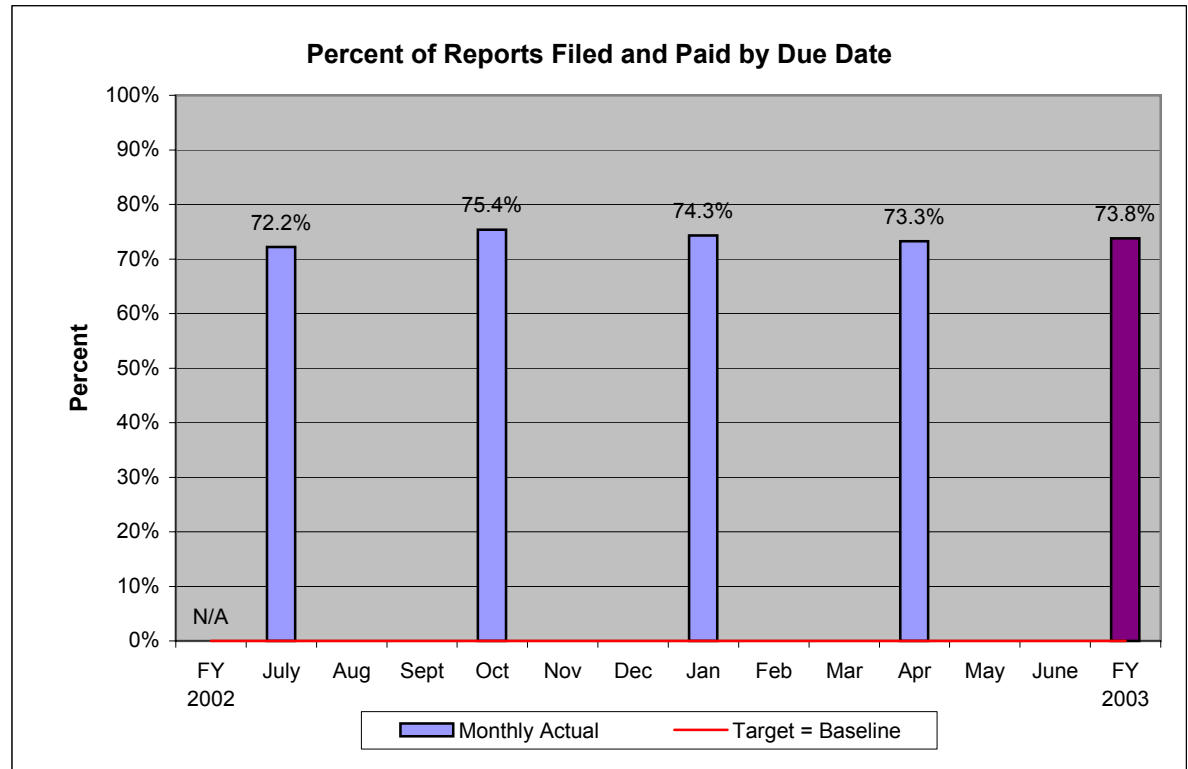
OCTOBER through DECEMBER: No significant variance in performance occurred between July and October. The next variance statement will be provided in January's report. (See "Notes" below.)

JANUARY through MARCH: No significant variance in performance occurred between October and January. The next variance statement will be provided in April's report. (See "Notes" below.)

APRIL through JUNE: No significant variance in performance occurred between January and April. The next variance statement will be provided in July's report. (See "Notes" below.)

### **NOTES:**

Only the first months of each quarter (July, October, January, and April) will show the percentage of reports filed on time. Reports received after the last day of the first month of any given quarter are considered late.



<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Motor Carrier and Tax Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	6	To promote the efficient generation, collection, and management of revenues to meet public needs.	
SUBPROGRAM OBJECTIVE	3	For FY 2003, reduce the number of accounts with outstanding debt to 850.	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of new uncollected debt accounts received	184	20	24	25	59	28	11	15	14	24	18	17	19	274	300
IP	Existing uncollected debt accounts in progress	N/A	1,336	1,356	1,350	1,340	1,293	1,261	1,237	1,209	1,141	1,108	1,032	757	1,336	1,336
IP	Number of existing uncollected debt accounts in the collection process at end of period	1,275	1,356	1,380	1,375	1,399	1,321	1,272	1,252	1,223	1,165	1,126	1,049	776	1,610	1636
OP	Number of uncollected debt accounts resolved	N/A	0	30	35	106	60	35	43	82	57	94	292	25	859	786
IP	Number of uncollected debt accounts carried over to next period	1,336	1,356	1,350	1,340	1,293	1,261	1,237	1,209	1,141	1,108	1,032	757	751	751	850
IP	Number of uncollected debt accounts in bankruptcy	N/A	81	81	81	81	80	80	38	38	28	21	25	20	20	Baseline
IP	Number of existing uncollected debt accounts with payment plans at end of period	41	25	25	25	26	32	25	24	28	17	19	20	20	20	45
IP	Number of existing uncollected debt accounts with bonds filed against them at end of period	20	33	30	27	25	26	18	28	34	16	17	15	15	15	10
QL	Number of uncollected debt accounts sent to the Attorney General's Office for collection	44	41	N/A	1	32	8	7	2	0	2	2	0	5	100	100
IP	Balance of uncollected debt accounts at beginning of period	N/A	6,200,000	6,481,668	6,331,530	6,206,327	4,837,963	4,981,699	4,735,168	4,745,385	4,650,907	4,644,240	4,597,684	4,387,699	\$6,200,000	\$6.2 mil
OP	New account balances referred to Collections Unit	\$1,865,826	485,376	9,278	10,001	32,598	347,707	266,975	99,514	10,351	110,042	18,891	76,151	12,593	\$1,479,477	\$2,000,000
OC	Revenues collected	\$1,549,642	72,678	78,301	100,985	128,331	45,001	506,189	89,297	86,023	88,616	54,397	124,942	70,282	\$1,445,042	\$1,700,000
OC	Revenues abated	\$1,973,970	131,030	81,115	34,219	1,272,631	158,970	7,317	0	18,806	28,093	11,050	161,194	7,030	\$1,911,455	\$3,000,000
OC	Total revenues collected or abated	\$3,523,612	203,708	159,416	135,204	1,400,962	203,971	513,506	89,297	104,829	116,709	65,447	286,136	77,312	\$3,356,497	\$5,200,000
OC	Balance of uncollected debt accounts end of period	\$6,200,000	6,481,668	6,331,530	6,206,327	4,837,963	4,981,699	4,735,168	4,745,385	4,650,907	4,644,240	4,597,684	4,387,699	4,322,980	\$4,322,980	\$3,500,000

## **VARIANCE STATEMENT**

OCTOBER: The Unit is starting to recover from fairly recent supervisory transitions and streamlining of internal processes designed to improve productivity, which includes the working of old accounts.

NOVEMBER: No significant change from last month. Staff continue to work on referring old accounts to the AG's office for abatement while the Unit stays current on new DCK referrals from Audit, IFTA, and IRP. During the last week of November, Audit released several large assessments to the Unit for collection.

DECEMBER thru JANUARY: No significant change from previous months. Discussions are being held with staff about productivity.

FEBRUARY: Staff performance this month has been excellent.

MARCH: March collection activity was impacted greatly by an employee being out for 12 working days. Even with loss in productivity, the Unit was able to resolve 57 accounts, which exceeds the monthly expectation by 16 accounts.

APRIL: The Unit abated 47 small balance accounts. Illnesses and vacations affected Unit performance.

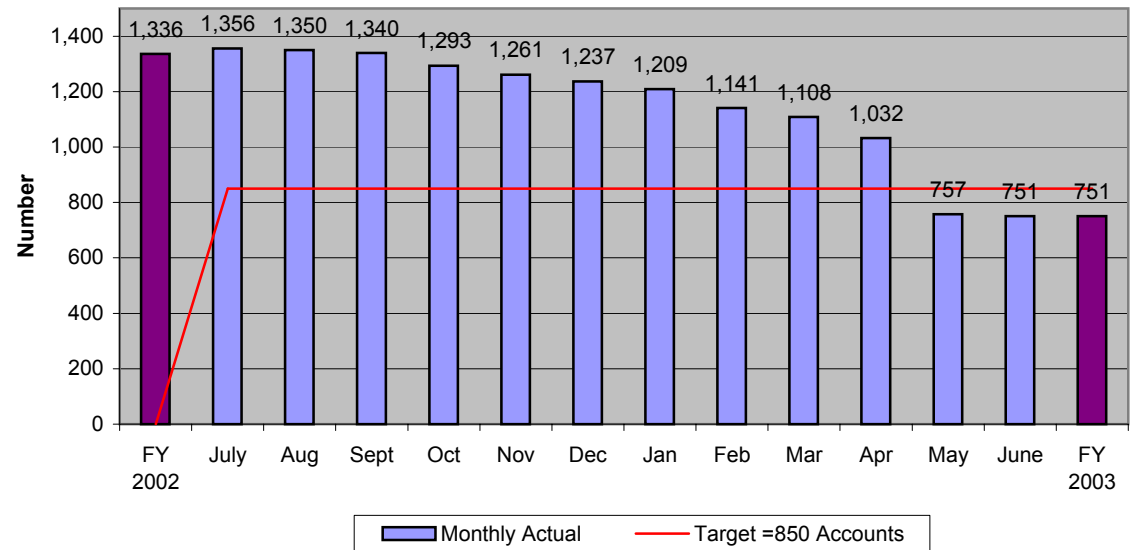
MAY: Staff worked on a special project to abate old, small balance receivables. Even though the focus for the month was clean up, revenue collections were not negatively impacted.

JUNE: The target for decreasing the number of outstanding accounts was exceeded for the year. However, resolved accounts were much lower than May, due to the retirement of a collector as well as the dedication of most staff hours to tasks other than direct collections.

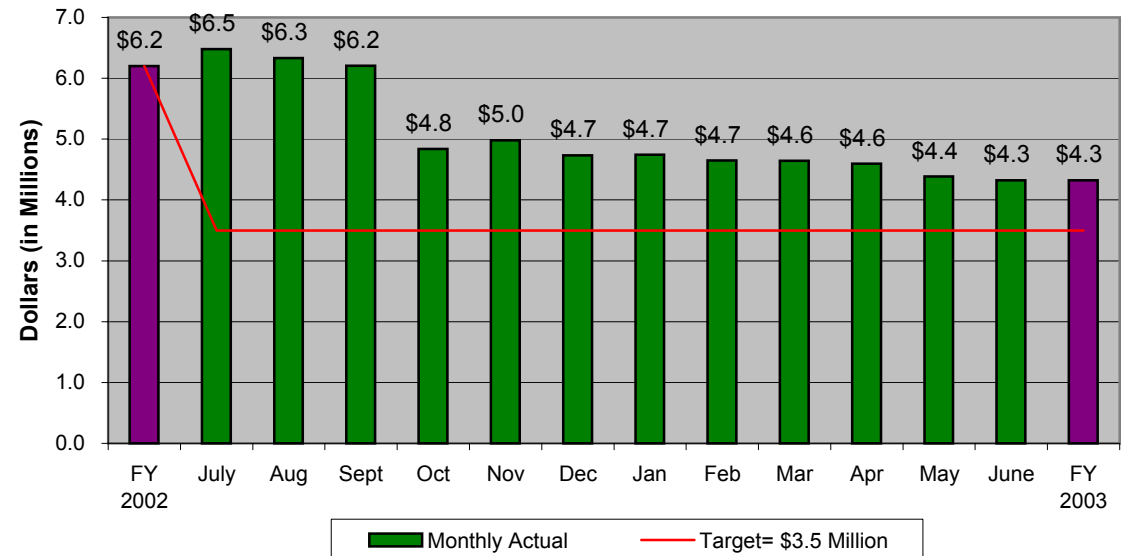
## **NOTES:**

The target of this objective was changed in October from 700 to 850 due to a measurement tracking change reflecting what is included as an account "in progress."

**Number of Accounts With Outstanding Debt**



**Uncollected Debt Amount (End of Period)**



2003 MONTHLY REPORT			PROGRAM	Motor Vehicle Division
			SUBPROGRAM/AREA	Customer Services / Motor Carrier and Tax Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.		
MVD/PROGRAM GOAL	6	To promote the efficient generation, collection, and management of revenues to meet public needs.		
SUBPROGRAM OBJECTIVE	4	For FY 2003, ensure that 80% of all dishonored checks (DCKs) are resolved.		

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimated
IP	Number of new DCKs received	N/A	706	270	387	1,297	429	1,020	599	478	602	488	518	611	7,405	Baseline
IP	Number of DCKs carried over from prior period	N/A	1,231	1,253	1,005	743	726	488	997	820	721	754	546	356	1,231	Baseline
IP	Total number of DCKs in progress	N/A	1,937	1,523	1,392	2,040	1,155	1,508	1,596	1,298	1,323	1,242	1,064	967	8,636	Baseline
OP	Number of DCKs resolved	N/A	684	518	649	1,314	667	511	776	577	569	696	708	569	8,238	Baseline
OP	Percent of DCKs resolved	N/A	35%	34%	47%	64%	58%	34%	49%	44%	43%	56%	67%	59%	95.4%	80%
OP	Number of DCKs resolved through the DCK Unit	N/A	256	225	151	377	155	340	551	339	385	562	407	317	4,065	Baseline
OP	Number of DCKs resolved through field offices	N/A	428	293	498	937	512	171	225	238	184	134	301	252	4,173	Baseline
IP	Outstanding balances associated with total DCKs in progress prior to any collections during period	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
OC	Revenues collected from DCKs	N/A	\$123,974	\$96,357	\$114,517	\$243,269	\$92,526	\$79,216	\$169,640	\$92,609	\$144,245	\$145,658	\$148,073	\$141,481	\$1,591,565	Baseline
OC	Percent of possible revenues collected on DCKs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline
OP	Penalties and fees collected on DCKs	N/A	\$24,410	\$16,934	\$24,488	\$50,046	\$19,210	\$6,489	N/A	\$18,447	\$4,600	\$21,677	\$22,374	\$18,500	\$227,175	Baseline
QL	Number of actions taken against credentials due to non-payment	N/A	1,461	1,811	1,854	974	1,259	1,503	933	801	583	616	283	561	12,639	Baseline
QL	Levies imposed against customer bank accounts	N/A	0	49	595	146	316	168	74	189	487	561	343	420	3,348	Baseline
QL	Number of DCKs referred to Collections Unit or Attorney General's Office	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	Baseline
QL	Number of DCKs requiring additional research to obtain identifying information	N/A	20	10	27	22	18	35	27	22	12	15	10	18	236	Baseline
EF	Average calendar days to collect on DCKs from date of receipt in DCK Unit	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline



## **VARIANCE STATEMENT**

**JULY:** This is the first month for tracking of this objective. A variance statement will be provided beginning in August.

**AUGUST:** The Unit made progress during the month by adding three temporary staff members. With their assistance, the backlog was reduced by 500 accounts even with a key permanent staff member being on extended sick leave. From our current assessment, the 80% target will only be achieved through a reengineering of the DCK system, which is now underway. Roll out of this new process is expected in late October or early November.

**SEPTEMBER:** Improvement continues. During the month, much of the Unit's focus was initiating process changes. Year-to-date, the Unit has resolved 83% of DCKs received (Resolved/(Backlog + New)). Backlog continues to be reduced.

**OCTOBER:** Completed special project of processing unreported payments from field offices for fiscal years 2000, 2001, and 2002.

**NOVEMBER:** During the month of November, staff devoted much of their time to implementing the interim DCK process, which had a negative impact on performance. With the new process, however, bad check writers will be notified within two days that their check was dishonored, which is expected to greatly improve the rate of resolved DCKs in future months. First notifications were mailed under this new process on November 19th.

**DECEMBER through FEBRUARY:** Problems existed with the reporting of data for the months of December and January, which affects an objective review of variances between December and February. However, for purposes of general information, in January, use of credit cards hastened payments from bad check writers. Initial indications show that 60% of bad check writers are paying within 45 days of notification, thereby eliminating the need to cancel driver licenses and registrations. During the last week of February, a new notification process was initiated to collect monies faster. Additionally, levies are now being performed before cancellation of driver licenses and registrations.

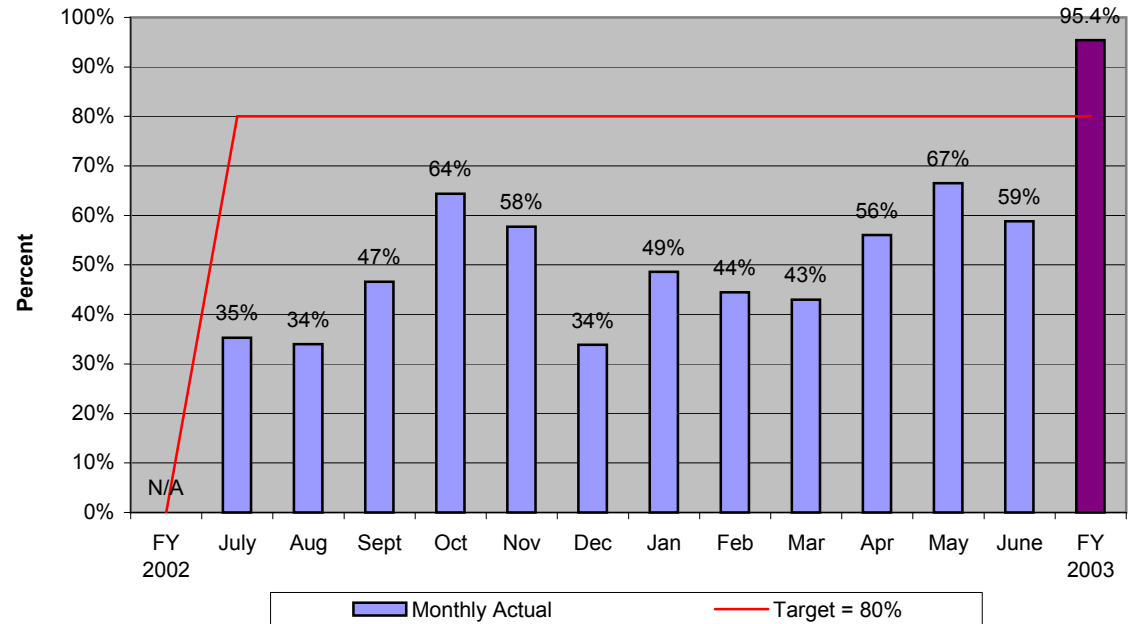
**MARCH:** Even though the number of DCKs resolved in March was consistent with February, revenue collections increased nearly \$52,000. March is the second highest collections month for the Unit this fiscal year. Initial notification letters are now processed the same day DCKs are received. The increase in revenues collected can be attributed in part to 20-day letters and levies being started sooner.

**APRIL:** The Unit collected on 193 more NSF checks than were received during the month. Improved collections is attributed to the 20-day letter and levying earlier.

**MAY:** The Unit collected on 190 more NSF checks than were received during the month. Improved collections is attributed to the 20-day letter and earlier levying.

**JUNE:** Collections continue to be above expectations. Levying and the 20-day letter help maintain the Unit's improved performance.

**Percent of Dishonored Checks Resolved**



## **NOTES**

The Unit plans to begin working with Custom System Solutions in November to address programming changes needed to obtain data for performance measures currently listed as "N/A." These include DCK revenue balances and the calculation of average collection days.

2003 MONTHLY REPORT			PROGRAM	Motor Vehicle Division
			SUBPROGRAM/AREA	Customer Services / Motor Carrier and Tax Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.		
MVD/PROGRAM GOAL	6	To promote the efficient generation, collection, and management of revenues to meet public needs.		
SUBPROGRAM OBJECTIVE	5	For FY 2003, complete 35 compliance reviews of fuel tax refund requests.		

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
OP	Total number of fuel refunds issued	15,780	601	726	378	688	478	503	555	557	677	528	621	338	6,611	7,750
OP	Total dollar amounts refunded	\$28,253,076	\$1,814,167	\$2,518,861	\$1,584,412	\$2,237,329	\$2,342,648	\$1,931,924	\$1,891,985	\$1,504,353	\$2,586,209	\$1,938,306	\$2,031,633	\$957,369	\$23,339,195	\$28,032,000
OC	Number of compliance reviews completed by Refund Unit	2	0	0	0	0	0	0	0	0	1	0	0	0	1	35
OP	Number of fuel refund requests referred to tax evasion or audit areas	N/A	0	0	0	1	0	0	0	0	0	3	0	0	4	50
OC	Number of findings of non-compliance	N/A	0	0	0	0	0	0	0	0	1	0	1	0	2	Baseline
OC	Revenues associated with findings of non-compliance	N/A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	\$0	\$9,000	\$47,074	\$57,034	Baseline
OP	Number of claim denials	N/A	16	2	12	7	8	8	0	0	0	0	0	0	53	Baseline
EF	Average days to process requests	11	15	15	15	13	14	13	14	16	15	11	14	14	14	14

### VARIANCE STATEMENT

NOVEMBER thru FEBRUARY: Compliance position on hold until hiring freeze is lifted. Monthly refund business conducted as usual.

MARCH: Review was completed by existing staff for non-compliance issue of taxpayer requesting off-highway refund for Utah fuel purchases. Denied refund and notified Arizona vendor of license requirements. Vendor complied with license requirement and assisted in identifying Utah fuel.

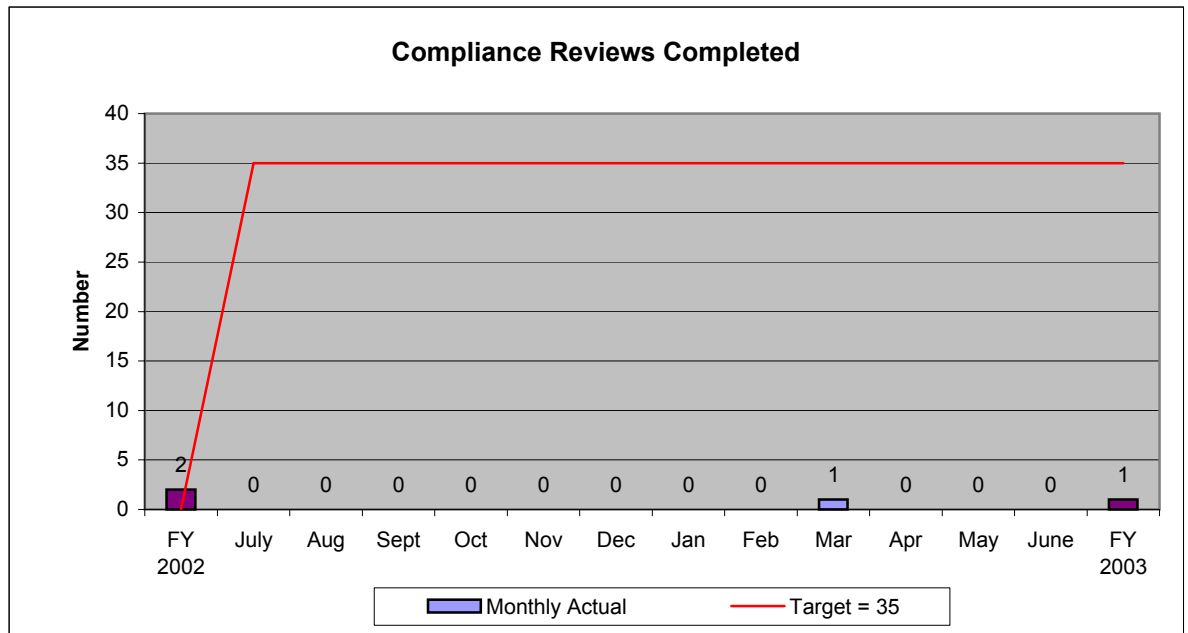
APRIL: Compliance position on hold until hiring freeze is lifted; no additional compliance reviews made. Monthly refund business conducted as usual. Settlement agreement reached on Idle time claims.

MAY: Activities conducted in usual manner.

JUNE: Monthly data is understated due to early close of business month and because employee will be on medical leave rest of June and part of July. Revenues totalling \$57k are associated with non-compliance findings, the result of an audit conducted by the Revenue Unit on a construction business with off-highway refund requests.

### NOTES:

October refunds increased as result of month / quarter end.



# 2003 MONTHLY REPORT

PROGRAM	Motor Vehicle Division
SUBPROGRAM/AREA	Customer Services / Competitive Government Partnerships

AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.
MVD/PROGRAM GOAL	2	To improve customer service.
SUBPROGRAM OBJECTIVE	4	For FY 2003, increase the number of third party Level 1 vehicle inspections to 40% of total Level 1 inspections conducted.

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of authorized third party companies conducting Level 1 vehicle inspections	418	420	425	428	430	430	433	439	439	442	449	436	441	434	428
IP	Number of authorized third party inspectors	939	958	969	990	1,002	1,002	1,006	1,006	1,012	1,020	1,025	1,043	1,055	1,007	983
OP	Total number of Level 1 vehicle inspections conducted solely by MVD field offices	227,402	20,190	20,871	18,396	28,212	20,549	18,163	21,081	19,711	20,925	19,180	21,761	20,963	250,002	228,000
OP	Number of Level 1 vehicle inspections conducted solely by third parties	146,967	11,851	12,250	12,418	12,494	11,990	11,568	13,124	11,892	15,989	15,050	12,405	12,314	153,345	154,000
OP	Total number of Level 1 vehicle inspections conducted by MVD field offices and third parties	374,369	32,041	33,121	30,814	40,706	32,539	29,731	34,205	31,603	36,914	34,230	34,166	33,277	403,347	382,000
OC	Percent of all Level 1 vehicle inspections conducted solely by third parties	39%	37.0%	37.0%	40.3%	30.7%	36.8%	38.9%	38.4%	37.6%	43.3%	44.0%	36.3%	37.0%	38.0%	40%
OP	Number of vehicles referred by third parties to MVES for enhanced inspections	N/A	28	21	27	25	38	26	28	31	28	47	30	52	381	Baseline

## VARIANCE STATEMENT

FEBRUARY: Third party inspections decreased by 1,232, most likely due to one third party who is not currently performing the large volume of work that they were producing in the past.

MARCH: Inspections increased for both MVD and third parties. The increase in third party could be due to bringing on three new companies and eight new inspectors.

APRIL: The number of authorized third parties and authorized inspectors increased slightly; however, the number of Level 1 inspections performed by third parties decreased by 989. The new authorized third parties and authorized inspectors were just certified in the later part of April; therefore, no inspections were performed for April by these companies and inspectors. The actual inspections performed by third parties from month-to-month varies; not all companies and inspectors perform a large volume of inspections every month.

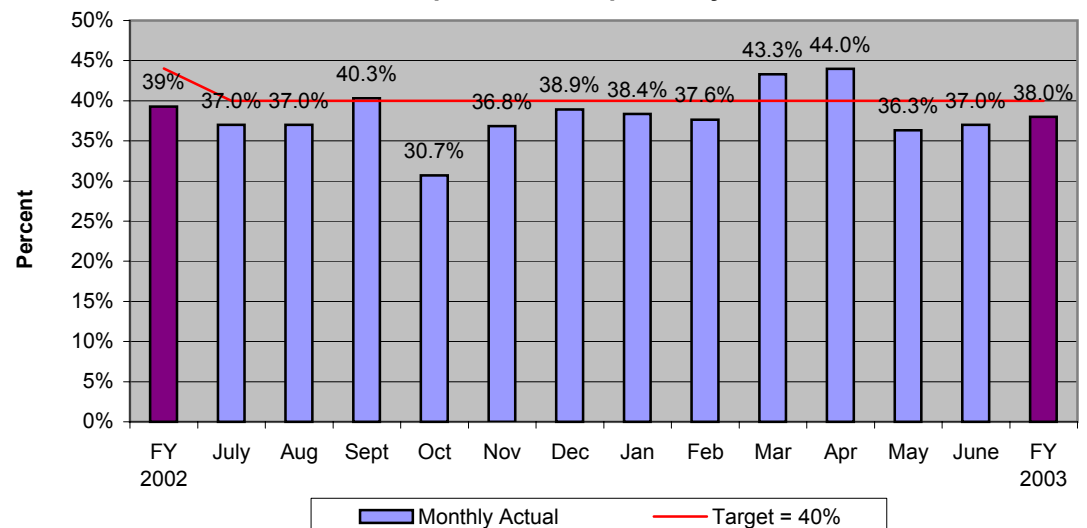
MAY: The number of third party certified inspectors increased; however, the number of authorized third party companies decreased by 13, which may be responsible for the 2,645 decrease in inspections performed.

JUNE: The number of authorized third party companies increased by 5 as

## NOTES

All reported totals lag one month to ensure a more accurate count.

### Level 1 Inspections Completed by Third Parties



<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Competitive Government Partnerships
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	2	To improve customer service.	
SUBPROGRAM OBJECTIVE	5	For FY 2003, reduce the internal dealer license processing time to an average of 5.5 business days.	

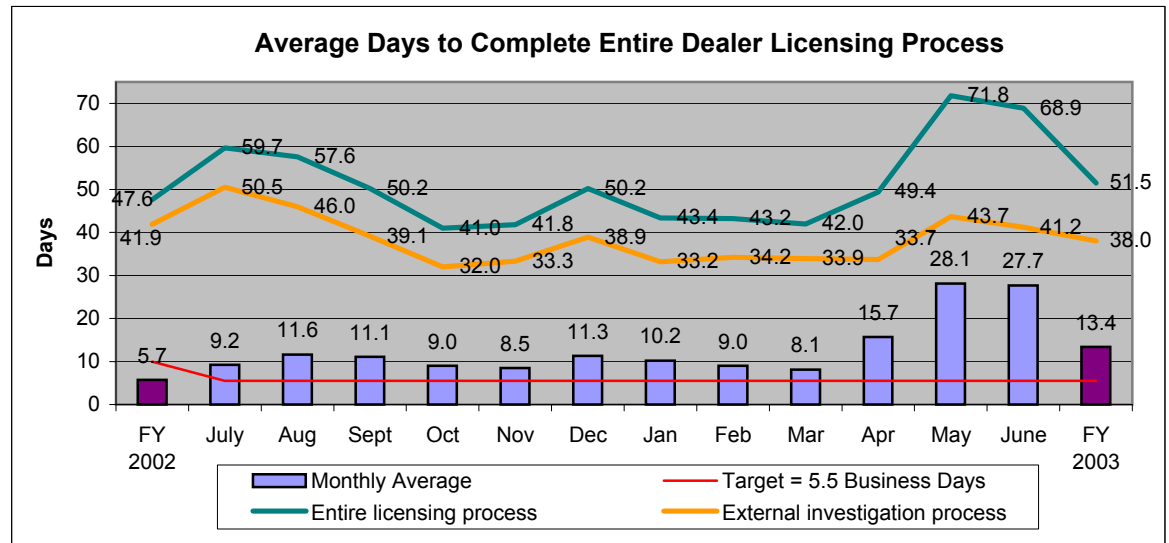
Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimated
IP	Number of dealer license applications	438	29	43	30	47	40	23	28	38	34	46	43	30	431	450
EF	Average days to complete initial license applications	2.1	2.1	3.0	2.7	2.2	2.2	3.9	2.8	2.8	1.8	1.9	1.1	1.2	2.2	2
EF	Average days to complete provisional licenses (follows DPS check)	1.5	3.9	4.5	3.7	2.7	3.1	3.5	3.2	2.0	2.2	11.5	15.0	14.2	6.0	1.5
EF	Average days to complete permanent licenses	2.1	3.2	4.1	4.7	4.1	3.2	3.9	4.2	4.2	4.1	2.3	12.0	12.3	5.2	2
EF	Total average days to complete internal licensing process (initial application, provisional, permanent)	5.7	9.2	11.6	11.1	9.0	8.5	11.3	10.2	9.0	8.1	15.7	28.1	27.7	13.4	5.5
EF	Average days to complete all background investigations and site evaluations as part of external licensing process (DPS, FBI, and MVD/OSI)	41.9	50.5	46.0	39.1	32.0	33.3	38.9	33.2	34.2	33.9	33.7	43.7	41.2	38.0	N/A
EF	Average days to complete entire dealer license process from receipt of application to mailing of permanent license	47.6	59.7	57.6	50.2	41.0	41.8	50.2	43.4	43.2	42.0	49.4	71.8	68.9	51.5	N/A

### VARIANCE STATEMENT

APRIL: The 7.6-day increase in internal processing time is due to the increase of applications received, combined with two staff members being out of the office to test the new dealer database.

MAY: The sharp increase in internal processing time is due to several factors: (1) Public counter for dealers closed May 12th, causing all dealer work to be received and processed by mail; (2) Two of five staff members were out of the office all of May for testing of the new dealer database that was implemented May 27th; (3) Increase in dealer requests for TRPs to offset current mail turnaround time as well as pending implementation of electronic TRPs on July 1st.

JUNE: Internal processing time continues to be affected by the high volume of dealer requests for TRP stock prior to the implementation of electronic TRPs on July 1st. One of five staff members was also out of the office the entire month for testing of the new, electronic TRP system.



### NOTES

# 2003 MONTHLY REPORT

PROGRAM

Motor Vehicle Division

SUBPROGRAM/AREA

Customer Services / Competitive Government Partnerships

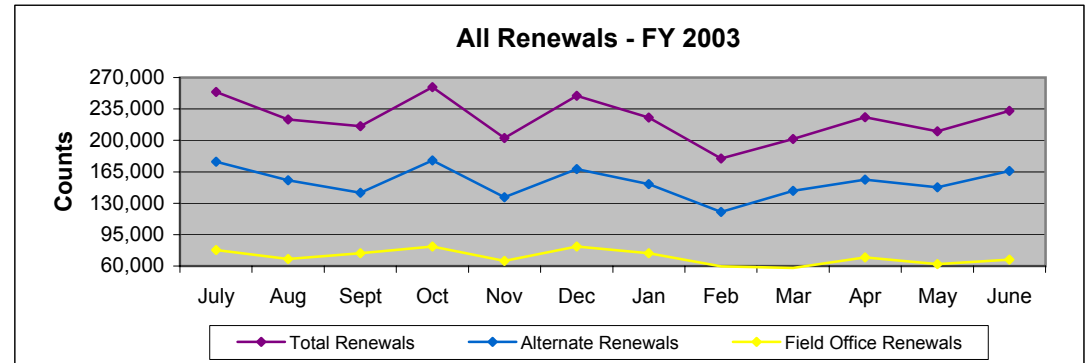
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.
MVD/PROGRAM GOAL	2	To improve customer service.
MVD/PROGRAM OBJECTIVE	6	For FY 2003, ensure that 68% of all vehicle registration renewals are completed through alternate methods.

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
OP	Number of vehicle registration renewals (field office and alternate methods)	2,805,436	254,040	223,432	215,811	259,423	202,532	249,825	225,442	179,868	201,702	225,905	210,057	232,845	2,680,882	2,855,000
OP	Number of all vehicle registration renewals completed by field offices	909,012	77,785	67,969	74,341	81,776	65,733	81,670	74,134	59,488	57,807	69,467	62,312	66,996	839,478	913,600
OP	Percent of all vehicle registration renewals completed by field offices	32%	31%	30%	34%	32%	32%	33%	33%	33%	29%	31%	30%	29%	31.3%	32%
OC	Number of all vehicle registration renewals completed through alternate methods	1,896,424	176,255	155,463	141,470	177,647	136,799	168,155	151,308	120,380	143,895	156,438	147,745	165,849	1,841,404	1,941,400
OC	Percent of all vehicle registration renewals completed through alternate methods	67.6%	69.4%	69.6%	65.6%	68.5%	67.5%	67.3%	67.1%	66.9%	71.3%	69.2%	70.3%	71.2%	68.7%	68%
OP	Renew-by-Mail count	1,100,451	96,330	92,430	84,166	87,587	75,453	80,808	88,912	66,058	82,312	83,649	78,219	72,217	988,141	1,036,365
OP	Internet and Interactive Voice Response (IVR) count	545,450	54,860	49,413	48,911	56,537	49,121	50,488	50,536	43,179	50,354	59,623	56,448	66,638	636,108	645,230
OP	Third Party renewal count	183,583	19,575	10,178	5,294	29,946	8,526	32,479	7,501	6,767	6,305	7,834	6,746	12,693	153,844	194,140
OP	Drop Box renewal count	48,983	4,220	2,973	2,780	3,282	3,274	3,470	3,923	3,508	4,792	4,790	5,943	6,988	49,943	48,535
OP	Fleet renewal count	17,957	1,270	469	319	295	425	910	436	868	132	542	389	7,313	13,368	17,130
OP	Renew-by-Mail renewal percentage	39.2%	37.9%	41.4%	39.0%	33.8%	37.3%	32.3%	39.4%	36.7%	40.8%	37.0%	37.2%	31.0%	36.9%	36.30%
OP	Internet and Interactive Voice Response (IVR) percentage	19.4%	21.6%	22.1%	22.7%	21.8%	24.3%	20.2%	22.4%	24.0%	25.0%	26.4%	26.9%	28.6%	23.7%	22.60%
OP	Third Party renewal percentage	6.5%	7.7%	4.6%	2.5%	11.5%	4.2%	13.0%	3.3%	3.8%	3.1%	3.5%	3.2%	5.5%	5.7%	6.80%
OP	Drop Box renewal percentage	1.7%	1.7%	1.3%	1.3%	1.3%	1.6%	1.4%	1.7%	2.0%	2.4%	2.1%	2.8%	3.0%	1.9%	1.70%
OP	Fleet renewal percentage	0.6%	0.5%	0.2%	0.1%	0.1%	0.2%	0.4%	0.2%	0.5%	0.1%	0.2%	0.2%	3.1%	0.5%	0.60%

## NOTES

The graph relating to the key measure for this objective, entitled "Renewals Completed Through All Alternate Methods," is on the following page. Other graphs are displayed to show FY 1998-03 annual and FY 2003 monthly trends for (1) all renewals, including field office and alternate; and (2) growth in the highest alternate renewal categories (i.e., Renew-By-Mail, Internet and IVR, and Third Party).

A programming error that excluded transaction counts from late closing offices was discovered and corrected in December. Only October and November 2002 data could be corrected, however, due to a loss of detail data for the months of July through September.



## VARIANCE STATEMENT

**JULY:** All renewal types increased from June except Renew-By-Mail which only decreased by 147 transactions. The Third Party increase included 12,674 U-Haul transactions.

**AUGUST:** August appears to have been just a very light month for motor vehicle transactions, resulting in a decrease in all renewal types from July, including those transacted in field offices.

**SEPTEMBER:** All renewal transactions decreased from August except those transacted in field offices. Reasons for decreases cannot be identified at this time.

**OCTOBER:** All renewal types increased from September except fleets, which decreased by 24 transactions. The third party increase included 23,363 U-Haul transactions.

**NOVEMBER:** All renewal types decreased from October except fleets, which increased by 130 transactions. November is historically a slower month for many types of transactions.

**DECEMBER:** All renewal types increased from November. Third party increases include 24,573 U-Haul renewals.

**JANUARY:** Field office transactions were down 7,536 from December. Fleets and third party were also down from December, though Internet, IVR, drop box, and renew-by-mail all increased. The net decrease in alternative renewals totaled 16,847 transactions.

**FEBRUARY:** All renewal transaction types were down from January except fleet. This drop is not unexpected due to the lack of two calendar days in February.

**MARCH:** A 16,254 increase in renewal-by-mail transactions led to an overall increase of 21,834 transactions over February counts.

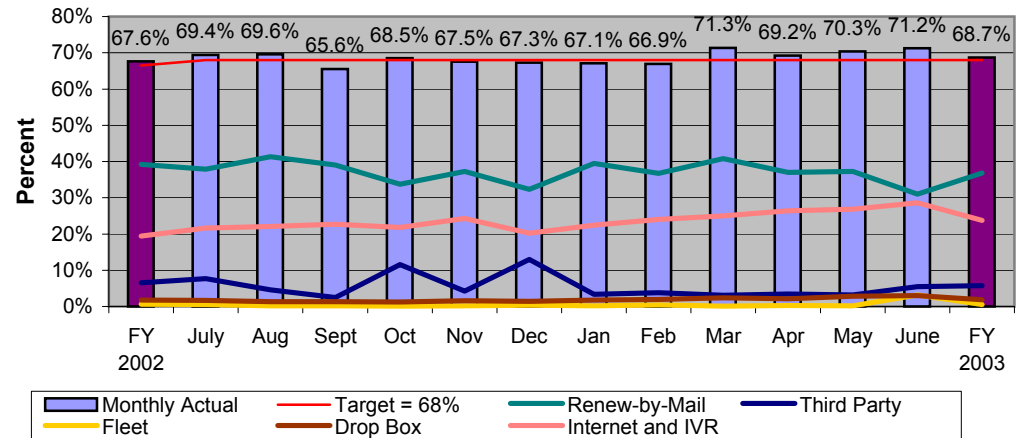
**APRIL:** All renewal types were up from March except drop box, which was down by only two transactions. April counts have increased from March counts in all but two fiscal years (2000 and 2001).

**MAY:** All renewal types were down from April except drop box. May is the first time in the last three years that over-the-counter renewals have decreased during the same month, and it is the first time ever that Internet/IVR renewal counts have declined from April to May in prior years. Reasons for decreases cannot be identified at this time.

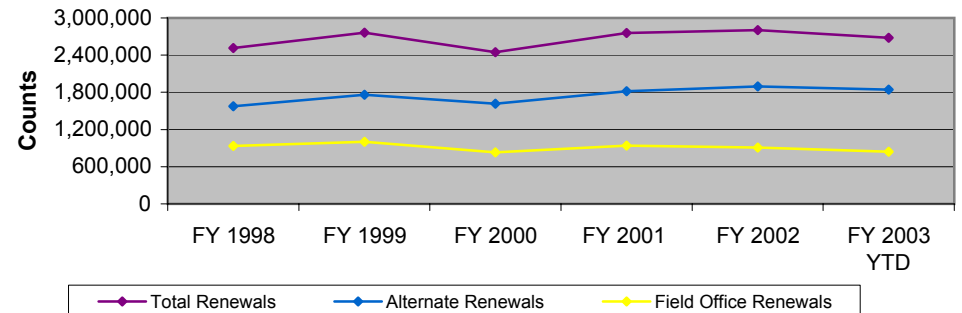
**JUNE:** All renewal transaction types were up from May except renew-by-mail.

## KEY MEASURE

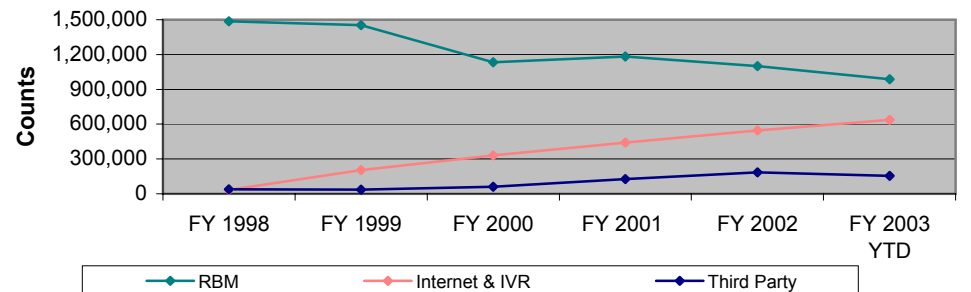
### Renewals Completed Through All Alternate Methods



### All Renewals: FYs 1998-2003 YTD



### Highest Volume Alternate Renewals: FYs 1998-2003 YTD



<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Competitive Government Partnerships
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	5	To increase the use of electronic service delivery.	
AGENCY and MVD/PROGRAM OBJECTIVE	1	<b>For FY 2003, increase the number of Internet transactions and activities to 1.4 million (average 116,666 per month).</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimated
OP	Total Internet transactions	859,928	129,101	144,746	135,681	145,102	123,351	123,517	145,520	133,263	159,686	151,285	169,684	180,341	1,741,277	1.4 mil.
OC	Percent increase in Internet transactions	151.7%	15.6%	12.1%	-6.3%	6.9%	-15.0%	0.1%	17.8%	-8.4%	19.8%	-5.3%	12.2%	6.3%	102.5%	63%
OP	Average monthly number of Internet transactions	71,661	129,101	136,924	136,509	138,658	135,596	133,583	135,288	135,035	137,774	139,125	141,903	145,106	145,106	116,666
QL	Percent of customers responding to survey stating that their satisfaction with the Internet service is either Excellent or Good	99.2%	98.1%	99.1%	99.2%	99.3%	99.2%	99.2%	99.2%	99.1%	99.1%	99.2%	99.3%	99.2%	99.1%	99%
OP	Revenue collected (in thousands)	N/A	\$7,372	\$7,764	\$7,634	\$8,230	\$7,035	\$8,167	\$7,718	\$7,672	\$9,421	\$8,597	\$9,424	\$9,761	\$98,795	Baseline

### VARIANCE STATEMENT

NOVEMBER: November results are typically lower than other months, and that trend held true again this year. Also contributing to the lower number this month was a drop in online voter registrations, from 15,000 in October to 7,160 in November. This drop was expected with completion of the elections.

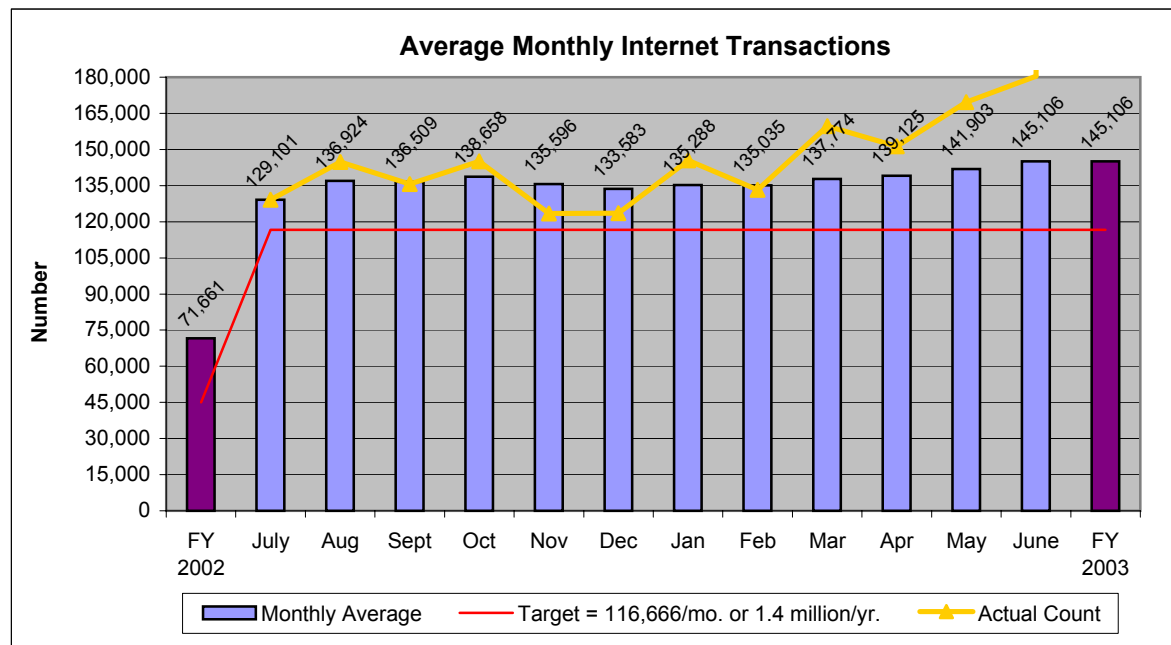
JANUARY: Transactions and activities were significantly higher than the previous month. A major factor was that address changes, plate credit inquiries, voter registration, sold notices, and registration fee calculations increased by more than 15,000 over December.

MARCH: Internet registration renewals reached an all-time high this month, and every other Internet service surpassed the previous month in usage. Duplicate

APRIL: Average transactions are steadily increasing, though there was a slight drop-off from March's all time-high of monthly transaction counts, which was not unexpected. April still was the second highest month for Internet use and revenue collected in this fiscal year.

MAY: The upward trend continued for nearly all Internet transactions and services, with May posting the highest total to date and passing the fiscal year projection. Only special plate, driver license reinstatement, and duplication registration transactions were lower than April totals.

JUNE: A television advertising campaign in June contributed to the high totals for the month, which was the best month of the year by far, continuing the year-long trend of growth from 129,000 transactions in July 2002 to 180,000 in June 2003. The fiscal year objective was exceeded by more than 340,000.



### NOTES



<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	<b>Customer Services / Competitive Government Partnerships</b>
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	5	To increase the use of electronic service delivery.	
AGENCY and MVD/PROGRAM OBJECTIVE	2	<b>For FY 2003, increase transactions and activities completed via the Internet to 14% of all possible Internet-eligible transactions and activities.</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimated
OP	Number of Internet-eligible transactions completed via all possible methods comparable to the Internet	3,478,878	338,230	309,004	350,008	322,035	258,013	327,961	309,830	259,825	286,252	315,998	299,767	327,379	3,704,302	3,770,957
OP	Number of Internet-eligible transactions completed via the Internet	477,880	56,660	59,779	56,508	58,475	52,462	55,388	61,391	57,470	72,161	70,783	77,236	81,452	759,765	527,934
OC	Percentage of Internet-eligible transactions completed via the Internet	13.7%	16.8%	19.3%	16.1%	18.2%	20.3%	16.9%	19.8%	22.1%	25.2%	22.4%	25.8%	24.9%	20.5%	14%
OP	Revenue collected (in thousands)	N/A	\$7,372	\$7,764	\$7,634	\$8,230	\$7,035	\$8,167	\$7,718	\$7,672	\$9,421	\$8,597	\$9,424	\$9,761	\$98,795	N/A

### VARIANCE STATEMENT

JANUARY: Duplicate driver licenses and 3-day permits increased by more than 4,000 over last month, accounting for much of the total Internet-eligible transaction increase in January.

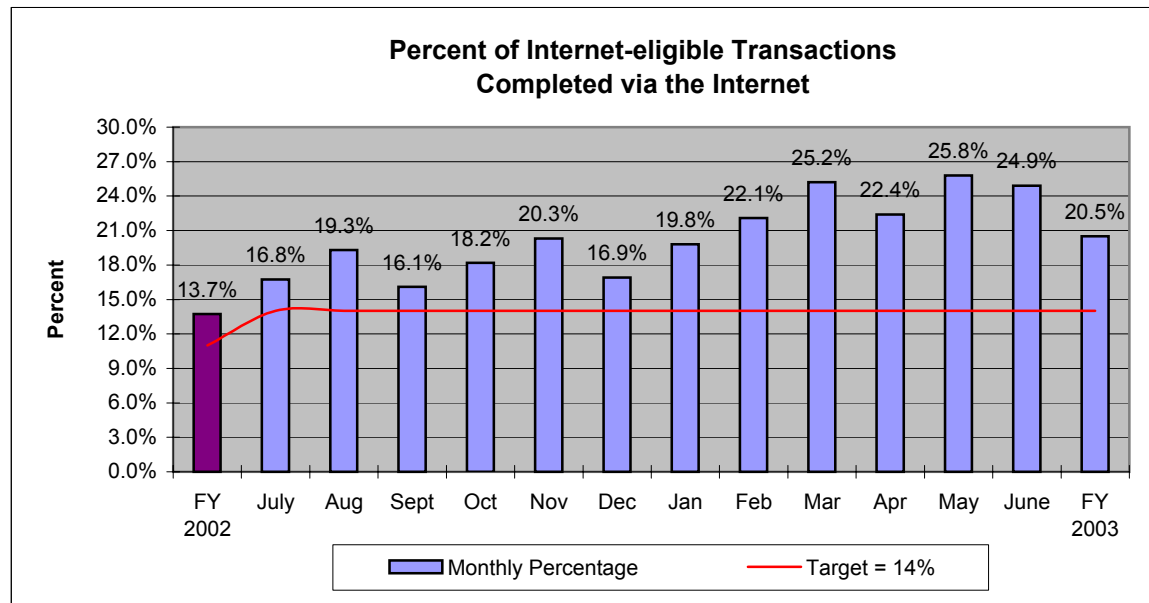
FEBRUARY: February is the shortest month and had lower transaction results than January, but usage continued at a strong pace, as shown by the best-to-date percentage.

MARCH: All Internet-eligible transactions were higher in March than February. A new transaction, Duplicate Registration, was added to the measurement this month. Duplicate Registration was introduced in mid-February, and March is its first full month of availability to Internet customers. A total of 1,111 Duplicate Registrations were transacted online, about 25% of the total for the month.

APRIL: Total registration renewals were 24,000 higher than last month, accounting for most of the increase over March, while Internet renewals were 2,000 lower than March, accounting for the decrease in that category.

MAY: Total Internet-eligible transactions reached an all-time high with all but duplicate registrations and special plates surpassing individual April totals.

JUNE: The increase in the count of Internet-eligible transactions in June kept in line with overall transaction increases for the month.



### NOTES

Measurement includes Registration Renewals, Duplicate Driver Licenses and ID Cards, Special Plates and Personalized Plates, 3-Day Restricted Use Permits, and Duplicate Registrations (added in March 2003).



# 2003 MONTHLY REPORT

PROGRAM	Motor Vehicle Division
SUBPROGRAM/AREA	Customer Services / Competitive Government Partnerships

AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.
MVD/PROGRAM GOAL	5	To increase the use of electronic service delivery.
MVD/PROGRAM OBJECTIVE	3	<b>For FY 2003, increase the number of all electronic service delivery transactions and activities to 22.0 million (average 1.8 million per month).</b>

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
OP	Number of electronic delivery transactions comparable to MVD business (in thousands)	3,922	414	430	400	441	376	379	443	403	439	430	444	457	5,056	4,000
OP	Number of bulk MVR transactions transmitted electronically not comparable to MVD business (in thousands)	14,988	585	625	626	568	662	520	587	621	561	658	658	681	7,352	18,000
OP	Total electronic service delivery transactions (in thousands)	18,910	999	1,055	1,026	1,009	1,038	899	1,030	1,024	1,000	1,088	1,102	1,138	12,408	22,000
OP	Average monthly number of electronic service delivery transactions (in thousands)	1,576	999	1,027	1,027	1,022	1,025	1,004	1,008	1,010	1,009	1,017	1,025	1,034	1,128	1,833
OC	Percent increase in electronic service delivery transactions	-4.7%	-0.001%	5.6%	-2.7%	-1.7%	2.9%	-13.4%	14.6%	-0.6%	-2.3%	8.8%	1.3%	3.3%	-34.4%	6.3%
OP	Revenues collected	N/A	11,607,960	12,076,820	11,858,378	12,721,910	10,924,676	12,515,728	11,738,549	11,335,423	13,591,422	12,528,232	13,529,896	14,113,670	\$134,951,242	Baseline

## VARIANCE STATEMENT

**AUGUST:** The slight increase from last month is due to all non-government customers being moved to portal access. Additional activity is due to the ease of accessing via this method.

**DECEMBER:** There was a slight decrease in the number of bulk MVR transactions. Bulk MVR customers have established well-defined criteria for requesting the database search, such as obtaining only records reflecting changes in ownership, address, etc. The decrease may be attributed to an overall decrease in record changes on the MVD database.

**JANUARY:** There was an increase from last month in bulk MVR transactions. Since bulk MVR customers receive records reflecting certain changes to the record, the increase may be attributed to an overall increase in record changes on the MVD database.

**FEBRUARY:** No significant change from previous month, which is probably due to the fact that February had two fewer workdays than in January.

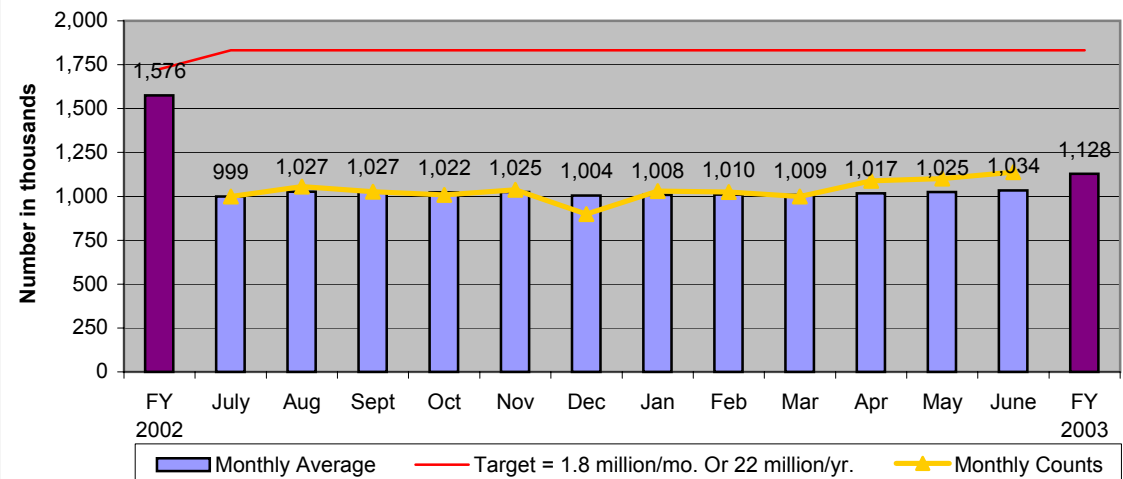
**MARCH:** No significant change from previous month.

**APRIL:** There was a slight increase in bulk records, due to more defined MVR requests and the number of records changed during the month as reflected in database searches.

**MAY:** Electronic service delivery via ServiceArizona increased notably over April, accounting for most of the increase in transactions.

**JUNE:** An increase in Internet transactions, boosted by a June television ad campaign, contributed to the overall increase in June activity.

## Average Monthly Electronic Service Delivery Transactions



## NOTES

Electronic transactions and activities include those completed via the Internet and IVR as well as motor vehicle records (MVRs) delivered electronically to customers authorized to have electronic access. MVRs constitute the largest part of the total count.

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Division Operational Support Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	1	To promote public safety and protection through regulation, licensing, and the administration of transportation laws.	
SUBPROGRAM OBJECTIVE	3	<b>For FY 2003, ensure that 87% of all DUI investigations are processed within 10 days.</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of new DUI investigation cases	6,613	615	629	513	554	510	508	510	559	670	585	545	570	6,768	6,900
IP	Number of existing DUI investigations	103	168	232	201	143	98	133	85	57	94	166	204	114	168	168
IP	Total number of DUI investigations in progress	6,716	783	861	714	697	608	641	595	616	764	751	749	684	6,936	7,068
OP	Number of cases closed	6,548	551	660	571	599	475	556	538	522	598	547	635	539	6,791	6,797
IP	Number of DUI investigations processed within 10 days	5,653	304	311	320	454	430	486	508	489	539	293	370	346	4,850	5,778
EF	Percent of DUI investigations processed within 10 days	86%	55%	47%	56%	76%	91%	87%	94%	94%	90%	54%	58%	64%	71%	87%
OP	Percent of investigator hours dedicated to DUI investigations	62%	74%	76%	58%	56%	52%	57%	49%	47%	48%	52%	52%	44%	62%	60%

### VARIANCE STATEMENT

OCTOBER: With a full staff of investigators this month, the backlog of investigations has decreased making it possible to help complete the overall investigations in a more timely manner. Numerous staff hours were also used to reduce the backlog of the "driving on suspended" reject report as well as keeping up on other required duties.

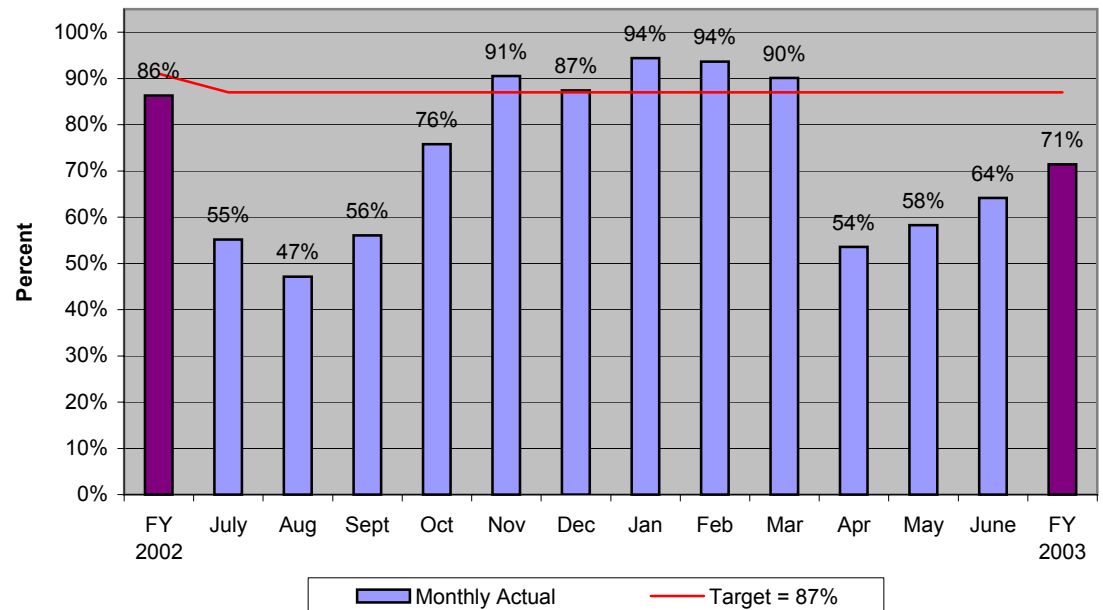
NOVEMBER: With a decreased backlog and no major increase in incoming investigations, investigations turnaround time has improved. Court activity and other Driver Improvement duties have used almost half the man hours available.

APRIL: The Unit had one investigator on medical leave for most of April. This, combined with a high number of incoming investigations, the increasing backlog of investigations, and an increase in court activity, has made it very difficult to complete investigations in a timely manner.

MAY: With the return of all staff, the backlog of investigations was greatly reduced. However, many of the open investigations in progress at this time are close to, or have exceeded, the 10-day target. Turnaround should improve significantly as backlog continues to be reduced.

JUNE: DI continues to catch up on the backlog of investigations, despite the fact that approximately two weeks of staff time were affected in June by a 1,700 page Extreme DUI Reject Report, which was reported electronically by one of the municipal courts. Some of the data supplied was incorrect, which erroneously caused approximately 400 customers to receive letters requiring ignition interlocks. Affected records were reviewed and fixed manually to remove the court ordered ignition interlock requirement where appropriate and authorized. Had these difficulties not presented themselves, the Unit would have seen dramatic improvements over May's performance.

**DUI Investigations Completed Within 10 Days**



2003 MONTHLY REPORT		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Division Operational Support Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	1	To promote public safety and protection through regulation, licensing, and the administration of transportation laws.	
SUBPROGRAM OBJECTIVE	4	For FY 2003, maintain an average turnaround time of 41.3 days for all record updates.	

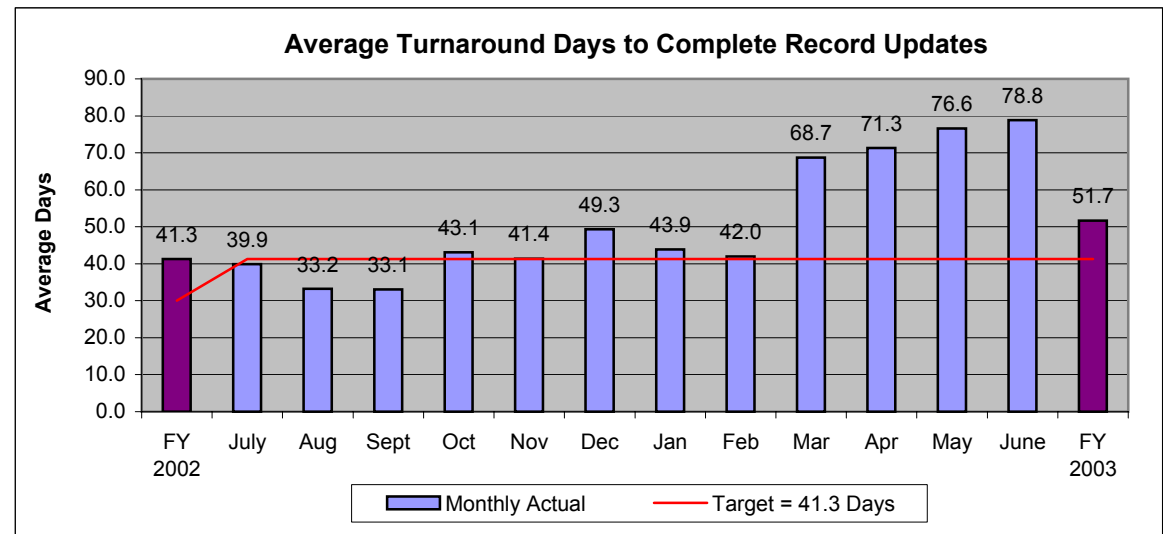
Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Total number of transactions	4,481,405	286,639	262,045	359,318	267,149	227,416	237,168	287,524	248,723	249,848	324,832	283,610	302,526	3,336,798	4,615.84
IP	Number of record updates (citations, combines, MI, etc.)	1,548,826	166,808	101,027	102,718	120,382	98,272	132,120	115,934	132,111	115,663	131,659	108,455	112,788	1,437,937	1,595.26
IP	Number of customer requests for records (subpoenas/felony packets, film research, MVR, etc.)	299,005	24,829	19,975	11,296	22,846	20,110	17,298	22,240	18,887	20,438	26,109	20,907	29,574	254,509	307.97
IP	Number of maintenance transactions (T&R filming, film ref num., etc.)	2,633,574	261,810	242,070	245,304	244,303	207,306	219,870	265,284	229,836	229,410	298,723	262,703	272,952	2,979,571	2,712.61
EF	Average number of days to complete record updates	41.3	39.9	33.2	33.1	43.1	41.4	49.3	43.9	42.0	68.7	71.3	76.6	78.8	51.7	41.3
EF	Average number of days to complete customer requests for records	2.3	2.2	2.9	2.5	2.0	2.2	2.0	1.9	1.9	1.9	2.1	2.5	2.3	2.2	2.3
EF	Average number of days to complete maintenance transactions of records	4.3	8.5	9.8	10.0	9.1	8.5	8.7	10.8	10.0	11.1	11.6	6.0	4.4	9.0	4.3

### VARIANCE STATEMENT

**MARCH:** The backlog for SR22s and SR26s increased since February, primarily due to a change in procedures. Priority was placed on processing current SR22s in which driving privileges are in danger of being suspended. (Half of the staff members processed older SR22s and SR26s.) This is expected to have a short-term impact on increasing turnaround times. As the database is cleaned up, processing time will decrease as months progress. The process of working current and backlogged citations is also being done in the Data Processing Unit. Programming is still being implemented for the combining of organizational records, which also impacts record updates. By mid-April, programming should be fully implemented, resulting in a notable decrease for record updates turnaround.

**APRIL:** The Data Processing Unit lost two employees this month. Programming for the combining of organizational records is more complex than the programmers originally thought, causing additional delay; a new target date has not been set, yet. This has caused an increase by 2.6 days in turnaround time for records updates.

**MAY:** The working of backlog continues, for which the Data Processing Unit was approved overtime in June. Decreased turnaround is expected as June progresses.



**JUNE:** The Mandatory Insurance Unit completed internal testing of SR22/SR26 electronic transmissions. The next step is to have insurance companies test the process. The Tiger Team was assigned to assist in processing Tape Con convictions in the Data Processing Unit; the first week they were successful in inputting 2,597. With these new plans in place, there should be a notable decrease in future months for records update turnaround.

2003 MONTHLY REPORT		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Division Operational Support Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	1	To promote public safety and protection through regulation, licensing, and the administration of transportation laws.	
SUBPROGRAM OBJECTIVE	5	For FY 2003, ensure that 93% of all policies are completed within 60 days.	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of new policies requested	67	14	9	4	9	2	6	4	2	5	4	18	4	81	83
IP	Number of existing active policies	12	1	9	12	8	14	4	10	11	8	6	7	20	1	1
IP	Total number of active policies in progress	79	15	18	16	17	16	10	14	13	13	10	25	24	82	84
OP	Number of policies completed (includes cancelled policies)	78	6	6	8	3	12	0	3	5	7	3	5	3	61	83
OP	Percent of policies completed	98.7%	40.0%	33.3%	50.0%	17.6%	75%	0.0%	21.4%	38.5%	53.8%	30.0%	20.0%	12.5%	74.4%	98.8%
OP	Number of completed policy related activities (policy office memos and procedures)	157	14	5	7	8	6	11	9	9	7	3	6	6	91	172
QL	Number of policies cancelled by requestor	4	0	0	0	0	2	0	0	0	0	0	0	1	3	3
QL	Total number of policies rescinded (excluding rescissions due to upgrades in process/procedures or changes in legislation)	3	0	0	0	0	0	0	0	1	0	0	1	2	4	2
EF	Number of policies completed within 60 days of initial request (of total completed policies)	69	6	6	8	2	12	0	3	5	5	2	5	3	57	77
EF	Percent of policies completed within 60 days of initial request (of total completed policies)	88.5%	100%	100%	100%	66.7%	100%	0%	100%	100%	71.4%	66.7%	100%	100%	93%	93%

### VARIANCE STATEMENT

OCTOBER: One of the three policies completed this month required extensive review and revision by the Executive Staff and Implementation Team.

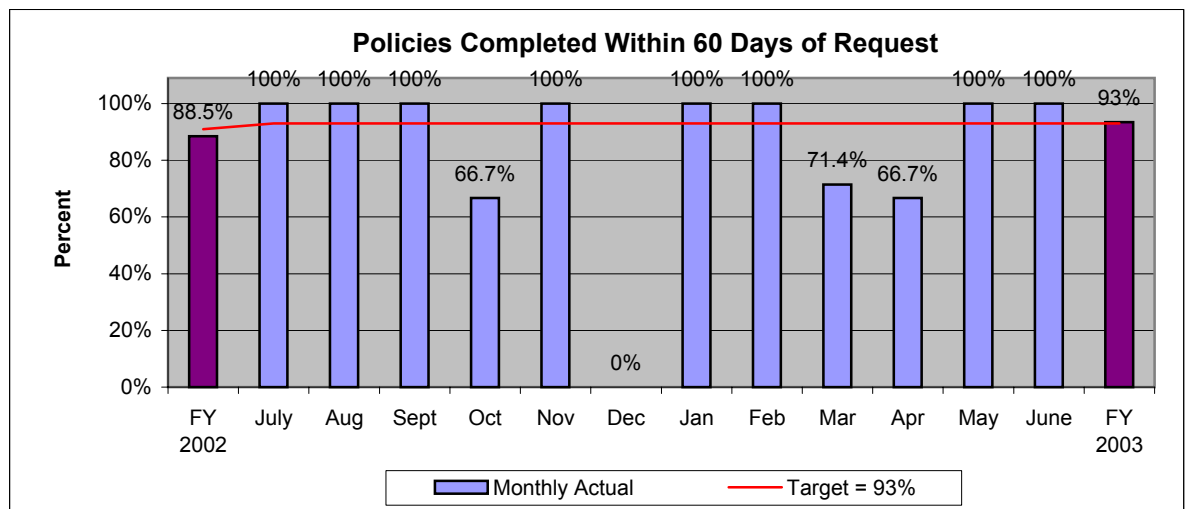
DECEMBER: No policies were completed this month. Policy Unit resources were shifted to meet an accelerated November completion date for title holding and electronic lien legislation implementation.

JANUARY thru FEBRUARY: No delays occurred in the completion of policies, either during review and approval processes, or in reproduction.

MARCH: One policy memo could not be implemented until funding was secured and system programming changes were completed; another required extensive review and revision by Executive Management.

APRIL: One policy memo required review by the Arizona Attorney General's Office.

MAY thru JUNE: No delays occurred in the policy process.



<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Division Operational Support Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	2	To improve customer service.	
SUBPROGRAM OBJECTIVE	7	<b>For FY 2003, maintain an average telephone wait time of 3.8 minutes or less per call.</b>	

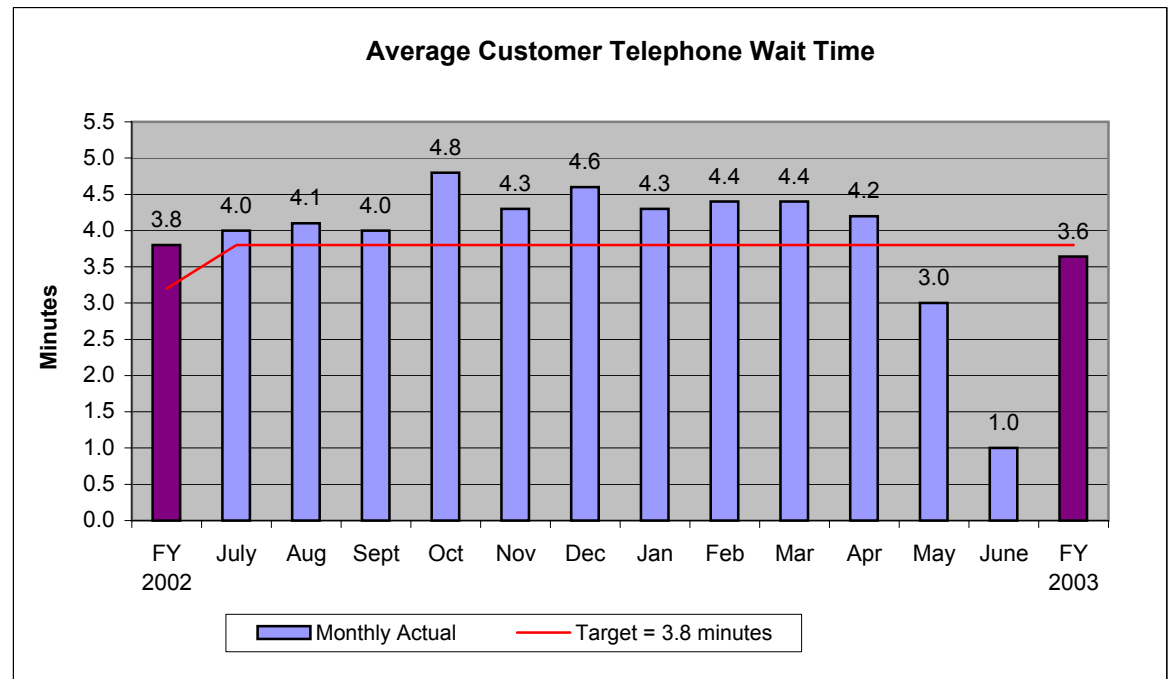
Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of telephone calls received by customer representatives (in thousands)	1,531.1	134.6	129.2	127.2	130.6	109.2	122.3	151.0	143.2	152.3	139.8	120.2	110.80	1,570.40	1,596.20
EF	Average telephone wait time (minutes)	3.8	4.0	4.1	4.0	4.8	4.3	4.6	4.3	4.4	4.4	4.2	3.0	1.0	3.6	3.8
OC	Percent of telephone calls with wait times of 1.5 minutes or less	66%	71.0%	61.0%	56.0%	56.0%	60.0%	61.0%	57.0%	68.5%	N/A	70.0%	80.7%	81.0%	62.0%	65%
QL	Percent of surveyed customers satisfied with wait time	55%	N/A	47.0%	46.0%	47.0%	61.0%	55.0%	61.0%	54.0%	N/A	46.0%	76.0%	78.0%	52.0%	60%
QL	Percent of surveyed customers indicating that information derived or transaction completed via phone saved an office visit	65%	N/A	51.0%	52.0%	53.0%	64.0%	57.0%	57.0%	62.0%	N/A	54.0%	56.0%	56.0%	55.0%	66%

### VARIANCE STATEMENT

OCTOBER: The Level II Call Center continued with 5 vacant positions this month, which in conjunction with major phone difficulties at Level I and Level II Call Centers, resulted in higher-than-average wait times. Most notably, however, management approved a new approach to quality customer service, allowing the CSR to handle calls to completion rather than elevate research-intensive issues to a supervisor. While this improves employee satisfaction (and possibly customer satisfaction as well), it does impact wait time. The effectiveness of this approach will remain under review in the near term.

MAY: Call volumes significantly decreased due to a change in business. Insurance companies have historically been given one week to complete electronic verifications of mandatory insurance (MI) requirements; that time was extended to two weeks. The one-week extension has significantly decreased calls and improved overall performance. Methods to continue to decrease MI calls will be studied.

JUNE: It is believed that the dramatic decrease in wait time and incoming calls is due to the one-week extension on mandatory insurance verifications, though system problems experienced for a couple of weeks may have also distorted some data. Data in July should help bear out the validity of June's figures. It should also be noted that Level I call centers are now fully staffed with 30 agents at each site.



### NOTES

Survey results were not available for July 2002 due to Octel phone system move. The problem has been corrected for the August report. Survey results were submitted for the month of September.

<b>2003 MONTHLY REPORT</b>		PROGRAM	Motor Vehicle Division
		SUBPROGRAM/AREA	Customer Services / Division Operational Support Services
AGENCY GOAL	2	To increase the quality, timeliness and cost effectiveness of our products and services.	
MVD/PROGRAM GOAL	2	To improve customer service.	
SUBPROGRAM OBJECTIVE	8	<b>For FY 2003, answer 57% of tech support service calls within 2 minutes or less.</b>	

Type	PERFORMANCE MEASURES	FY 2002	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY 2003	FY 2003 Estimate
IP	Number of telephone calls received by the tech support unit	59,321	5,508	5,552	5,296	5,269	3,314	4,807	5,173	5,495	7,070	6,382	5,764	4,546	64,176	63,626
EF	Average telephone wait time (minutes)	4.2	2.6	2.5	1.8	1.8	2.0	2.0	2.3	2.2	NA	0.5	1.2	1.5	2.1	4.2
EF	Percent of telephone calls with wait times of 2 minutes or less	55%	67%	66%	75%	73%	72%	72%	71%	71%	NA	90%	86%	80%	75%	57%
QL	Number of abandoned calls	14,017	1,037	1,167	966	1,006	654	988	1,093	1,135	1,231	483	592	741	11,093	13,701
QL	Average abandonment time (minutes)	4.1	3.3	2.9	2.5	2.6	3.0	2.8	2.9	2.9	NA	1.5	2.1	2.4	2.9	4.5

#### VARIANCE STATEMENT

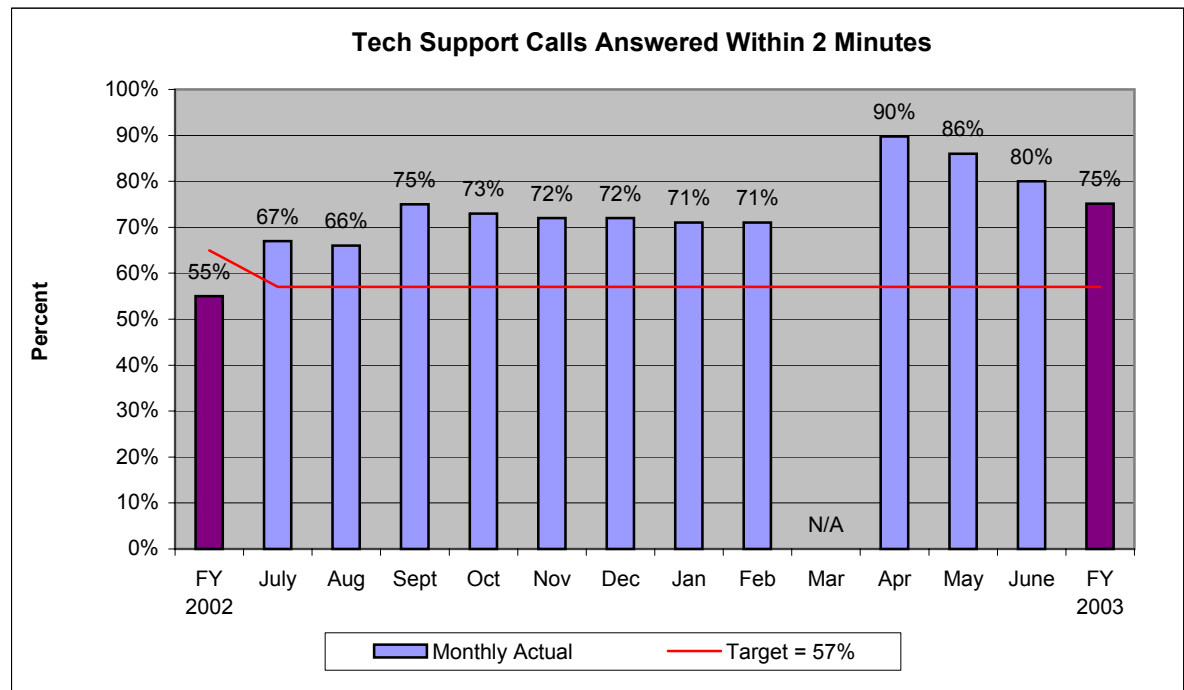
OCTOBER: Although Tech Support had four employees out the last two weeks of October attending DL and T/R Phase I classes, overall response times were maintained. It is believed that this is due to the positive effects of recent improvements in communication between Tech Support and field office staff.

MARCH: Two phone systems were utilized during March. "Symposium" replaced "Max" on March 17, 2003. Data from the two systems cannot be blended.

APRIL: The new Symposium system enables the Unit to combine all phone queues while still keeping separate track of calls coming in for CDL, PDPS, NMVTIS, and Tech Support. This, combined with the fact that all Tech Advisors are cross-trained to answer all call types, improved wait time significantly.

MAY: Staffing levels decreased by 840 hours in comparison with April. One staff transferred to another Unit; other lost time is attributed to FMLA, annual, and sick leave. Due to the effectiveness of the new Symposium system and despite staff shortages, 86% of all calls were answered within two minutes, helping the Unit to continue to provide better customer service.

JUNE: Although Tech Support was able to meet its objective, overall production dropped 6% due to staffing being short by 25%. CDL and PDPS reports have become backlogged, requiring the pulling of two clerks off the phone every day for the month of June to process.



#### NOTES: